



ccc creative center

**Models for financing advocacy organizations,
research institutions and think tanks by local
sources of finance**

REPORT ON THE FINDINGS OF THE STUDY

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EXECUTIVE SUMMARY

The CCC Creative Center completed a study in the period of March – April 2013. The study's **goal** was to identify the best local fundraising practices used by different Ukrainian advocacy organizations, research institutions and think tanks operating in various fields. **The objectives** of the study were to identify the best practices for mobilization of local resources applied by advocacy organizations, research institutions and think tanks and the volume of these locally raised funds. ***The local finance means any finance of the Ukrainian origin, in particular, budgetary resources (state/local authorities), donations from citizens and business, grants from the local foundations, revenues from own service provision and business activities etc.***

54 advocacy organizations (AO) and 35 research institutions and think tanks participated in the survey by filling in an on-line questionnaire form. Besides, 10 advocacy organizations and 3 research institutions and think tanks provided detailed information about their experience with local fundraising during the individual interviews.

The findings of the study are as follows:

- Ukrainian advocacy organizations, research institutions and think tanks generate income from various local sources.
- Advocacy organizations tend to rely more on local sources of funding when compared to the research institutions and think tanks. The share of locally raised funds amounts to fifty per cent of their budgets. Over fifty per cent of polled research institutions and think tanks are dependent on the international donor organizations.
- The budgets of advocacy organizations are primarily made of funds provided by the state and local authorities, charitable contributions from business and citizens whereas the research institutions and think tanks rely on own economic activities and smaller budgetary funds, membership dues and business donations.
- Locally raised finance is mainly used to cover administrative costs and expenditures related to organization and implementation of various events by advocacy organizations, research institutions and think tanks. The latter two use locally raised funds to pay salaries and cover travel costs. Surprisingly enough civil society organizations use a small share of their locally raised funds to conduct advocacy campaigns.
- Nearly half of advocacy organizations, research institutions and think tanks raise local funds in line with their strategic plan and/or their fundraising plan. Only one in four organizations conducts campaign to raise needed funds or it does it spontaneously.
- Advocacy organizations raise local funds by preparing project proposals for various local competitions announced by the local public authorities in order to implement local programmes; by providing different services and conducting various economic activities; by asking citizens and business to donate for specific events; by cooperating with local public authorities and councils on certain terms and conditions; and by conducting ad hoc campaigns for specific events.
- Advocacy organizations receive local support as financial means, services and volunteer's work and intellectual resources.
- Advocacy organizations can receive up to 100 000 UAH from the local budget, around 5 000-6 000 UAH from citizens, up to 30 000 UAH and more from business if a company happens to like the idea and the organization.
- Research institutions and think tanks raise funds by placing ads on websites, by participating in various press-events, by producing own bulletin/magazine and by conducting own economic activities.
- Research institutions can receive local funds of any amount, both as money and services.
- Advocacy organizations find it easier to raise funds for programme activities focused on certain events. Although it is possible to raise funds for popular contracts such as preparation of investment passports and development of local strategies; implementation of a comprehensive assessment of tourist attractiveness, marketing and branding of a certain area and delivering holistic training programmes related to the abovementioned topics. It is necessary to earmark funding for these activities in the respective regional development programmes. It is extremely difficult, almost impossible, to raise funds to cover the costs of a legal expert to provide free legal

advice to citizens, to fund capacity building activities and long-term projects focused on monitoring of performance of the local public authorities and local self-government bodies as well as ensuring public pressure on these authorities and to cover administrative costs.

- In the opinion of research institutions and think tanks it is easier to raise funds to organize public events and conduct studies and it is more difficult to find funding to cover the overhead costs.
- Only a small share of research institutions believes that they can be sustainable at the account of the local finance. As for advocacy organizations, none of them believes in that.
- A large majority of advocacy organizations firmly believe that at present local resources can help them only to some extent. The research institutions and think tanks consider that the level of their financial sustainability based on local resources can vary between 1% and 50%.

The study has identified certain **trends** that should be brought to notice.

First of all, both local and international donors operating in Ukraine prefer to support projects and programmes initiated by the organizations and reduce as much as possible the support focused on administrative costs. It does not make civil society organizations more sustainable even if they have a long-term strategic plan. They are forced to survive from one project to another.

Second of all, there is a discrepancy of how CSOs understand administrative costs. It does not come as a surprise since all polled organizations work with different local and international donors that have different approaches to what should be included and should not be included to the project administrative costs.

Third of all, there is a lack of a concept for funding overhead costs related to the activities of an organization, which is widely used in the USA and which is almost non-existent in Ukraine when it comes to the USAID-funded projects and programmes. And that leads

to the next trend, which translates into “flexible” use of provided resources and application of “non-traditional approaches” to cover administrative costs both of the projects as well as the operational activities of the organization. In other words, we have corruption implanted by the donors and their rules.

In order to **disseminate successful finance models** of advocacy organizations, research institutions and think tanks the following steps should be taken:

First of all, one needs to clearly understand the role of advocacy organizations, research institutions and think tanks, the peculiarities and specifics of their activities, their similarities and differences with organizations that provide social services.

Second of all, a clear-cut definition of administrative costs under the project and administrative costs of the organization should be offered.

Third of all, a concept of indirect costs should be developed (similar to the Negotiated Indirect Cost Rate Agreement – NICRA in the USA) in order to simplify life for organizations so they don’t have to invent and come up with talented schemes to cover administrative costs at the account of already limited programme funds. This will create equal conditions that ensure equal competition of ideas, services and professionalism of organizations in the long run.

Fourth of all, there has to be an interesting and quality product (s) at the affordable price and pricing policy; it should be properly marketed and someone has to bear responsibility for it.

Fifth of all, organizations have to be transparent in what they do, they should report their activities, for instance, start a mandatory practice of publishing annual reports to enable others understand and see the openness of the CSOs’ work and their generous contribution to the development of the civil society.

And the last, the organizations should share success and experience; they should disseminate their success fundraising stories and support successful practices. It is vital to have meetings and workshops, train activists at the regional and national level. It is important to publish manuals and guidance with good practices as well as develop a website with these best practices.

As for the **finance model for advocacy organizations** it is essential to consider the *Community Shares model* to be eventually implemented in Ukraine.

INTRODUCTION

Ukraine National Initiatives to Enhance Reforms (UNITER) project is scheduled to finish in September 2013. In its final year UNITER program is undertaking a series of assessments that are aimed to inform civil society strategies for the next five years in Ukraine. The primary goal of UNITER is to strengthen and assist leading pro-reform Ukrainian civil society organizations (CSOs) to sustain and consolidate democratic gains. Through financial support of advocacy campaigns on both national and local levels Pact promotes NGOs role in reforms.

Nonprofit organizations are often a tool by which citizens can engage in the policy process. Many nonprofit organizations engage in issue advocacy. For some nonprofit organizations issue advocacy is the purpose for their existence. For others, issue advocacy is a means of meeting organizational goals. Many nonprofits avoid issue advocacy altogether. Nonprofit advocacy is defined as any activity engaged by a nonprofit organization to influence policy (direct advocacy) or public opinion (education). Advocacy activities vary among organizations. Some common forms of advocacy activities include public and policy maker education; research; agenda setting and policy design; lobbying; policy implementation, monitoring, and feedback; and election related activity (Reid, 2000).

There are two major types of nonprofit organizations: traditional nonprofit organizations and citizen advocacy groups (Berry, 2001). Traditional nonprofit organizations mostly serve a social welfare function to a particular constituency. Citizen advocacy groups are organized for the sole purpose of issue advocacy. Although traditional nonprofit organizations do not exist for the purpose of advocacy, they often find themselves interacting with government representatives and engaging in advocacy activities to support their organizational goals.

A policy institute (often termed "think tank") is an organization that performs research and advocacy concerning topics such as social policy, political strategy, economics, military, technology, and culture. Most policy institutes are non-profit organizations. Think tanks vary by ideological perspectives, sources of funding, topical emphasis and prospective consumers. Funding sources and the consumers intended also define the workings of think tanks. Some receive direct government assistance, while others rely on private individual or corporate donors. This will invariably affect the degree of academic freedom within each policy institute and to whom or what the institution feels beholden. Funding may also represent who or what the institution wants to influence. Think tanks can be defined by funding sources (individuals, corporations, foundations, donors/governments, endowments, sales/events) and business model (independent research, contract work, advocacy) and the balance between research, consultancy, and advocacy as well.

A limited resources often provide the greatest barrier to effective advocacy and policy work. In Ukraine majority of advocacy organizations and think tanks depend from international funding. It is critical for these organizations to find local source of funding for its activities in order to become sustainable and independent in the future. CCC reports that the local sources of funding have decreased significantly as a result of the economic crisis that hit Ukraine in 2008-2009. As Ukraine economy still remains in downturn, the local resources will not likely to replace donors' support to NGOs. With this assessment Pact aims to map the existing best practices in the country on generating local funding for the activities of various types of advocacy organizations.

The report includes the findings of the study that focused on the identification of the best fundraising practices in terms of the local finance used by the Ukrainian advocacy organizations, research institutions and think tanks operating in different fields. The objectives of the study were to identify the best practices for mobilization of local resources applied by advocacy organizations, research institutions and think tanks and to determine the volume of such funding depending on the practice.

The report consists of several chapters that present information on the study methodology, findings of the study according to its scope, conclusions and recommendations.

STUDY METHODOLOGY

Study's Goal and Objectives

The goal of the study was to identify the best fundraising practices for attracting local finance used by the Ukrainian advocacy organizations, research institutions and think tanks operating in various fields. The objectives of the study were:

1. To define the best practices for mobilization of local resources by advocacy organizations, research institutions and think tanks depending on the type of an organization
2. To determine the volume of raised funds depending on a model.

Key Issues of the Study

- What are local finance sources available to advocacy organizations working in different fields?
- What finance models exist in Ukraine to support advocacy organizations working in different fields?
- What are finance sources and finance models available to research institutions/think tanks working in different fields?
- To what extent can the local resources ensure the sustainability of advocacy organizations, research institutions and think tanks?
- How does the fundraising mechanism used by advocacy organizations working in different fields in Ukraine look like?
- What are key capacities and characteristics of advocacy organizations and research institutions and think tanks to raise locally available funds?
- What is required to disseminate/replicate successful models?
- To what extent can the organizations receive support for administrative costs at the account of the local finance sources?
- How much can an organization get by using the model?

Sampling

Two types of organizations were chosen from the CCC Creative Center database (640 organizations) for the study. The first group of organizations included the organizations that had indicated advocacy as one of their three main types of activities and that had at least one local finance source. The number of these organizations was 198. The second group of organizations included the organizations engaged in research and analytical work as well as the production of various recommendations. The second list was complemented by a number of research institutions and think tanks that participated and did not participate in the studies conducted by the CCC Creative Center over the past years. It should be mentioned that the second group of organizations did not have any organization from the first list. As a result, the number of organizations in the second list was 93.

All organizations received a questionnaire form by e-mail with a letter and clear rules on how to fill in the form and the deadline. Reminders to fill in the questionnaire were sent from time to time. Before the deadline we received 54 filled in questionnaire forms from advocacy organizations (27% response rate) and 35 filled in questionnaire forms from 35 research institutions and think tanks (38% response rate). Besides, 10 advocacy organizations and 3 research institutions/think tanks provided detailed information about their own experience of raising locally available funds. The list of organizations that participated in the study is available in Annex 2.

Study methods included review of documents, reports, studies, publications; an on-line poll and individual interviews.

The following **information sources** were used to conduct the study - a study of the Ukrainian civil society organizations, information materials from various conferences and international studies, electronic and printed press, questionnaires and information materials generated during interviews with CSOs.

The following **tools** were used to conduct the study – an electronic questionnaire form, a list of questions for individual interviews and focus-group discussions and a list of questions to process various documents, reports, studies, publications of CSOs.

STUDY PLAN

The study included several phases, in particular:

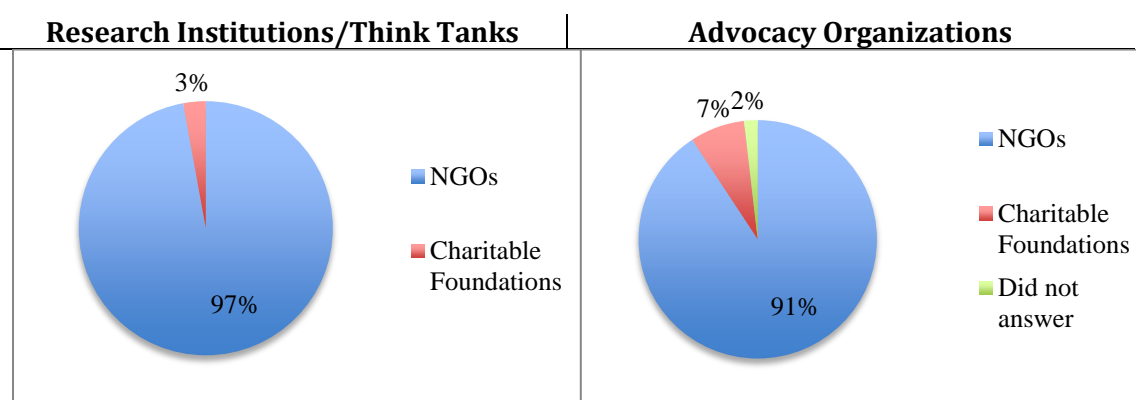
- Review of documents, reports and studies
- Selection of participants of the study
- Preparation of the study's tools (questionnaire forms and guidelines)
- An on-line poll
- Individual meetings/interviews
- Preparation of the first deliverables
- Preparation of the final report.

The study had several **limitations**. First of all, an on-line poll had an impact on the number of filled in questionnaire forms. Despite small number of questions in the form and numerous reminders the response rate was 28% for advocacy organizations and 38% for research institutions and think tanks. It should be noted that such response rate has not had an impact on identification of general trend in local support rendered to advocacy organizations and research institutions and think tanks. However it has limited the number of comments and examples. Second of all, the term of “administrative costs” was not clearly defined at the beginning of the survey. The lack of a clear-cut definition of this term has demonstrated that the polled organizations had different understanding of it; in particular, some perceived it as administrative costs related to the project implementation only, for some they meant the costs related to the organizational expenditures and for some they meant indirect costs. And finally, the study has revealed that the organizations did not quite understand the difference between the advocacy organizations and social justice organizations. The organizations being the advocacy organizations would give an example of their advocacy activities that in reality were social services. Poor understanding of a peculiar nature of an advocacy organization has reduced the number of relevant examples.

STUDY RESULTS

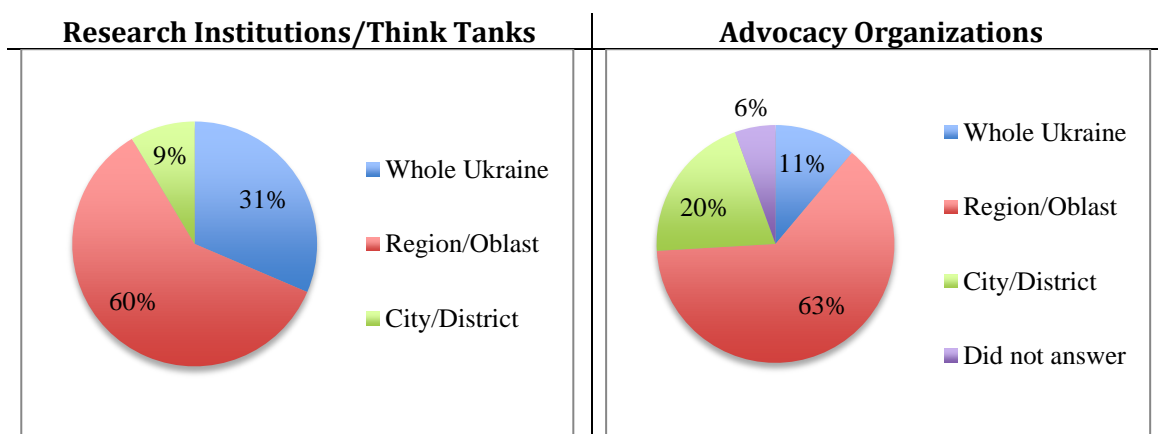
1. PROFILE OF RESPONDENTS

Around 54 advocacy organizations and 35 research institutions and think tanks participated in the study (Please see the list in Annex 2). Over 90% of organizations in both groups have been registered in compliance with the Law of Ukraine On Civic Associations and only 7% of advocacy organizations and 3% of research institutions and think tanks have been registered as charitable organizations and foundations (Diagrams 1 and 2). Organizations engaged in advocacy were registered in the period from 1991 to 2011, whereas the research institutions and think tanks were registered in the period from 1994 to 2010. The registration high for polled advocacy organizations was the years of 1998, 2003 and 2006 and for research institutions and think tanks – the periods from 1998 to 2000, 2006-2007 and 2009-2010.



Diagrams 1 and 2. Type of Registration

The geographical span of advocacy organizations and research institutions/think tanks varies (See Diagrams 3 and 4). One third of research institutions/think tanks works nationwide and only one in ten advocacy organizations works nationwide. One in five advocacy organizations works at the local level (city/district) as well as one in ten research institutions/think tanks. Around 60% of organizations from both groups work at the oblast and/or regional level.



Diagrams 3 and 4. Regional Division

A large majority of polled advocacy organizations addresses human rights issues, protects the interests of children and youth and promotes civil education (See Diagram 5).

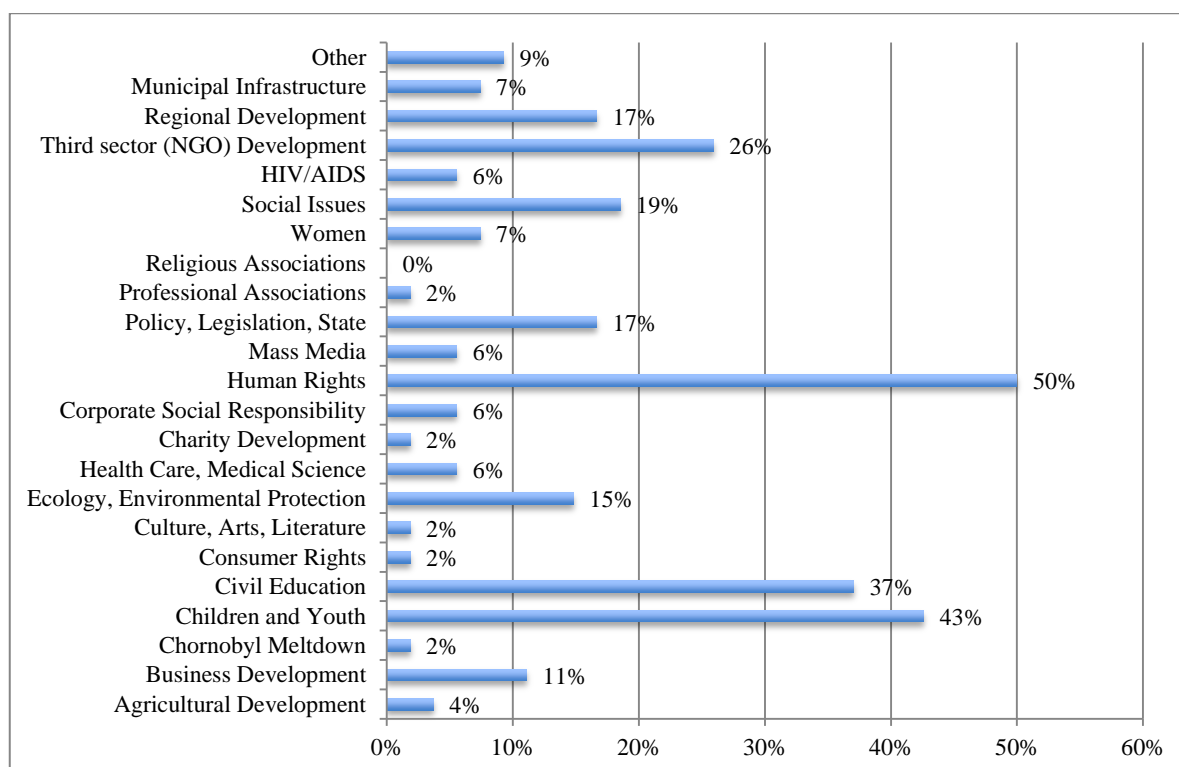


Diagram 5. Areas of Activities of Advocacy Organizations

Research institutions and think tanks are primarily engaged in public policy and legislation, civil education, human rights and regional development (See Diagram 6). Advocacy organizations and research institutions/think tanks are involved in the civil society development to the same extent.

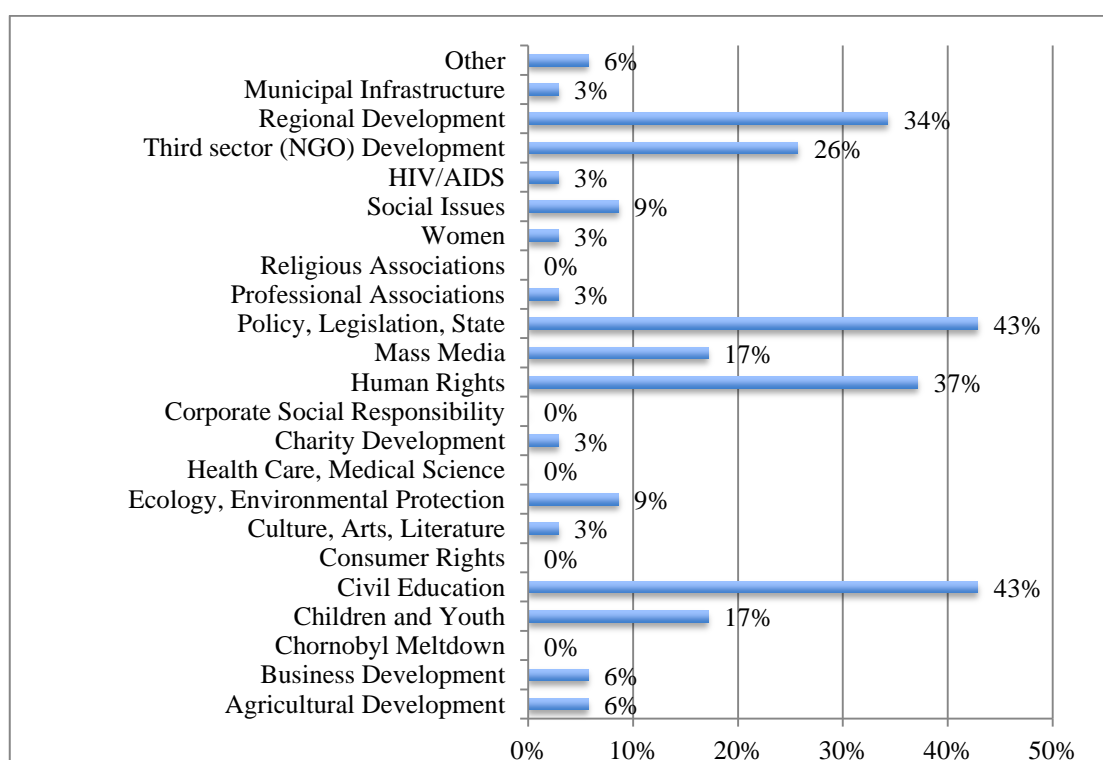


Diagram 6. Areas of Activities of Research Institutions/Think Tanks

The main clients of the advocacy organizations are youth, general population, civil society organizations, members of the organizations and children (Please see Diagram 7).

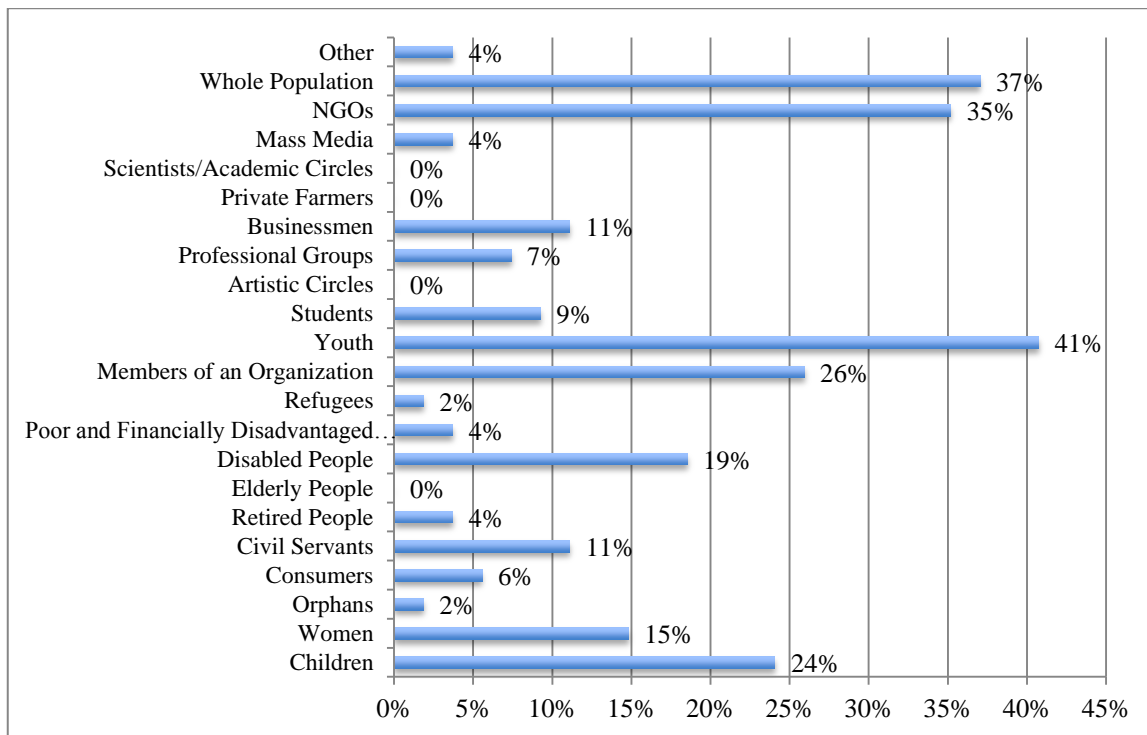


Diagram 7. Clients of Advocacy Organizations

Research institutions and think tanks consider civil society organizations, general population, civil servants, youth and businessmen to be their main customers (See Diagram 8).

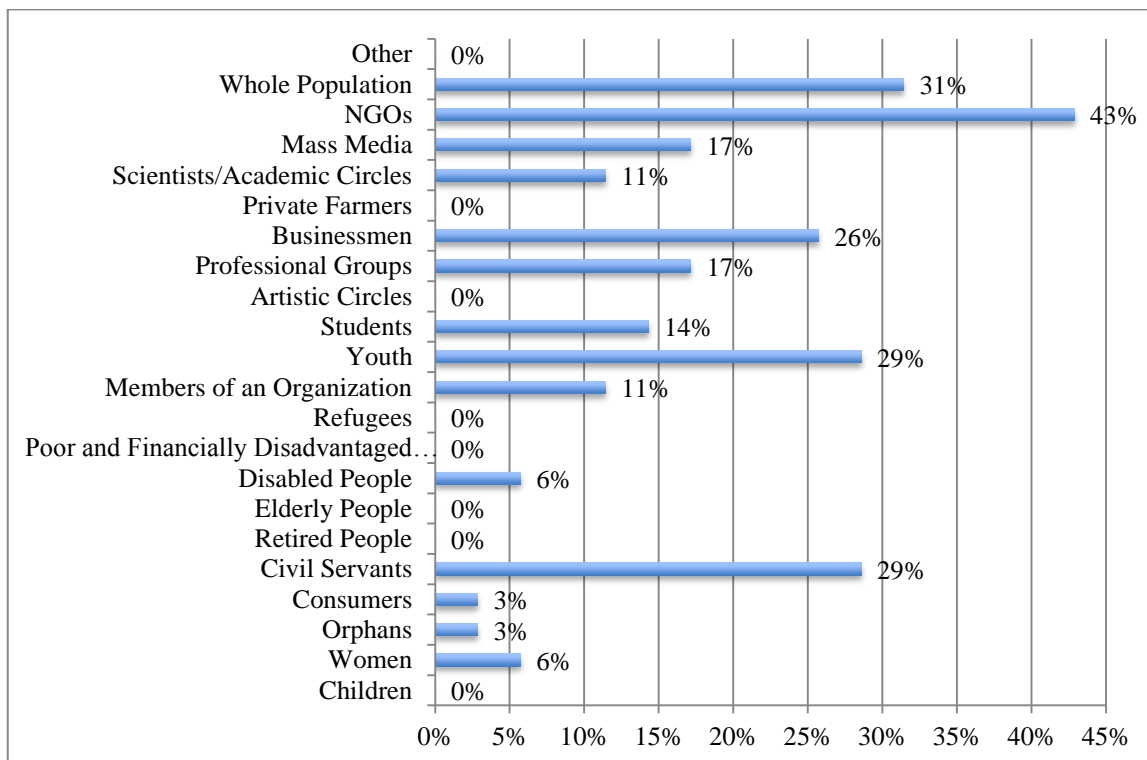


Diagram 8. Clients of Research Institutions and Think Tanks

In addition to advocacy and protection of interests the advocacy organizations are engaged in delivery of trainings and consultations, they conduct studies, provide social services and render legal aid. (See Diagram 9). The peculiarity of the Ukrainian advocacy organizations is the versatility of their activities, in other words, there is hardly any organization that is focused and engaged only in advocacy. As a

rule, advocacy complements other activities of an organization and services it provides to its customers.

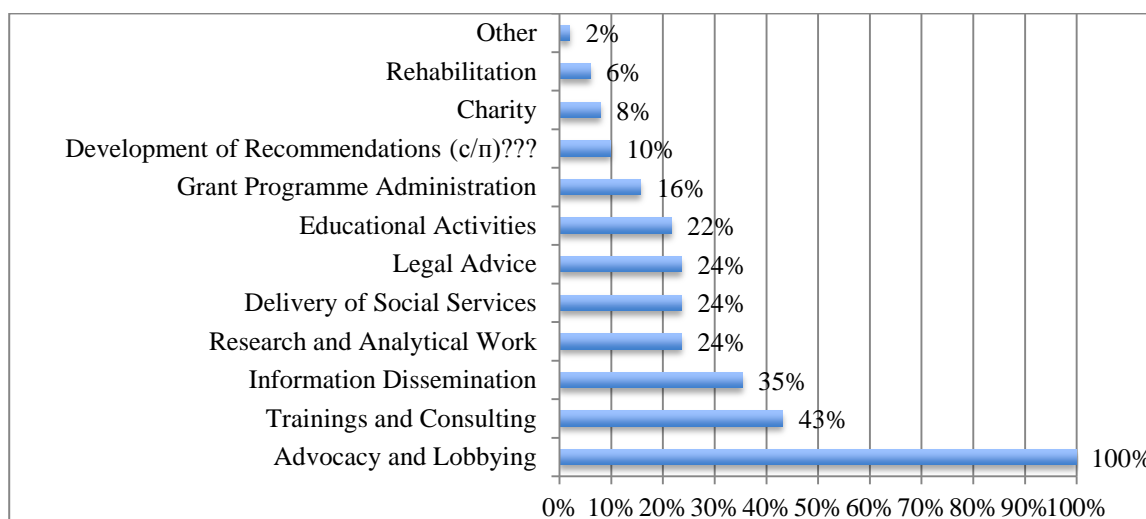


Diagram 9. Areas of Activities of Advocacy Organizations

The average annual budget of an advocacy organization amounts to 149 000 UAH, whereas for a research institution/think tank it is 982 000 UAH. The lowest budget of a research institution/think tank can be 5 000 UAH and the maximum can be up to 12 000 000 UAH per year. The budgets of the advocacy organizations are much smaller and vary between 200 to 1 130 000 UAH per year.

2. LOCAL SOURCES OF FINANCING FOR ADVOCACY ORGANIZATIONS

The study of the main funding sources of advocacy organizations has demonstrated various sources of local finance available to these organizations. It can be funding provided by the local public authorities, businesses, citizens; it can be membership dues and own economic activities. Diagram 10 shows the share of polled organizations that have indicated the nature of their finance received locally.

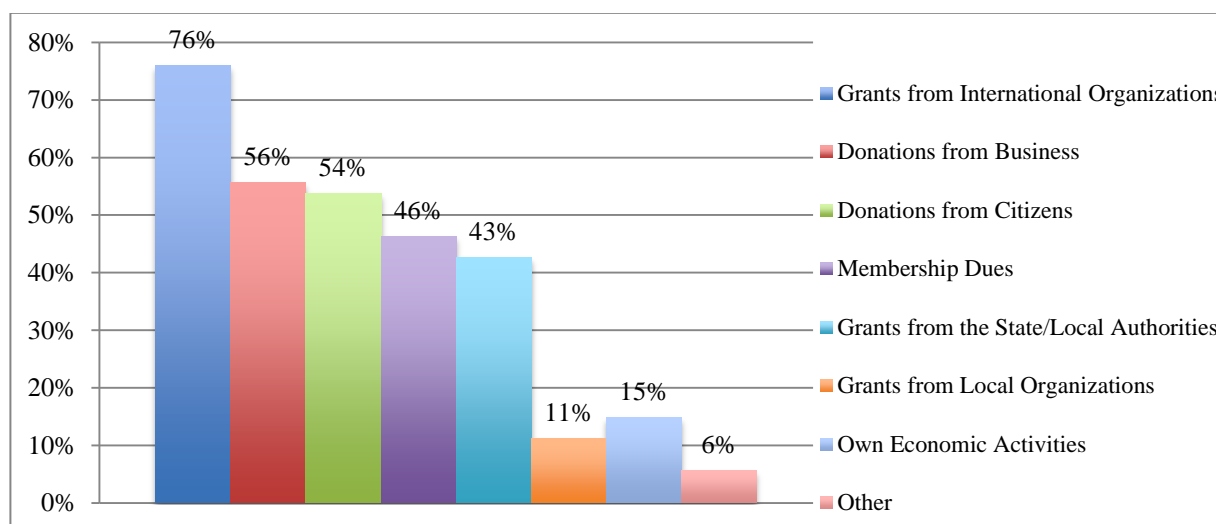


Diagram 10. Breakdown of Polled Organizations by Funding from Various Sources

The analysis of the budgets of advocacy organizations has revealed that the average budget of such organization looks as follows (See Diagram 11).

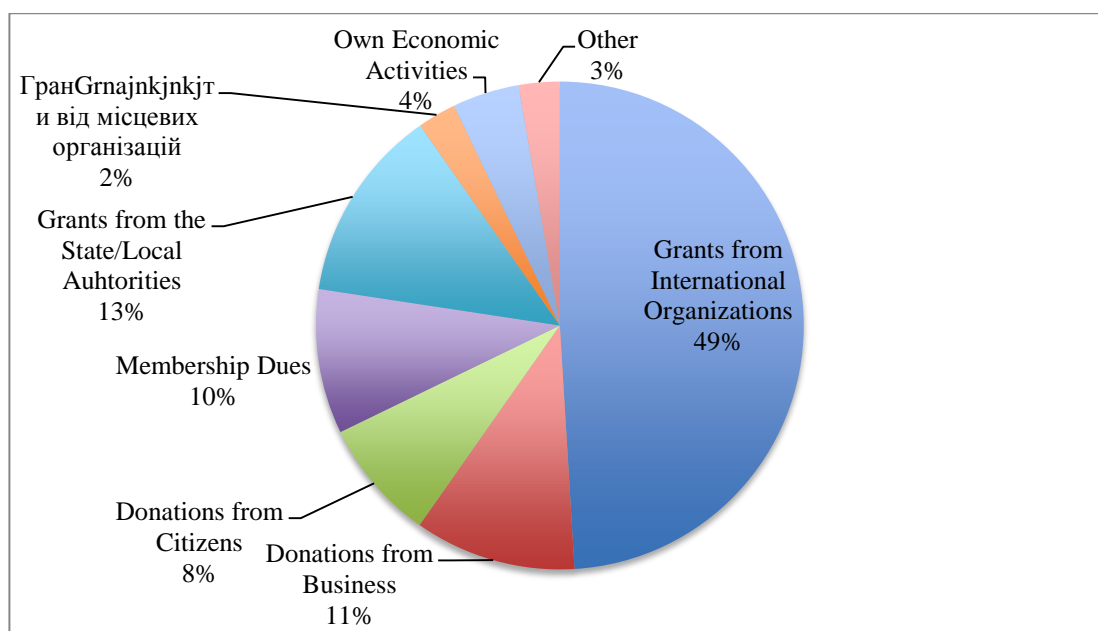


Diagram 11. Budget of an Advocacy Organization by Various Revenue Sources

Although 56% of advocacy organizations receive support from business, the share of such support amounts only 11% in the organizational budget. Charitable contributions make 8% of the budget but only 54% of organizations receive them. Membership dues and grants from the local/state authorities make 10% and 13% of the budget respectively; however 46% and 43% of organizations reported these funding sources. The grants from the local organizations and own economic activities bring the least to the budget of the organizations and only 11% and 15% of organizations reported these sources respectively.

The review of expenses covered by the finance raised by advocacy organizations at the local level has shown that the money is mainly used to carry out different events (57%) and cover administrative costs (50%). The local funds are used to pay salaries, cover business trips, conduct advocacy campaigns and buy equipment (19%, 13%, 17% and 19% respectively) (See Diagram 12).

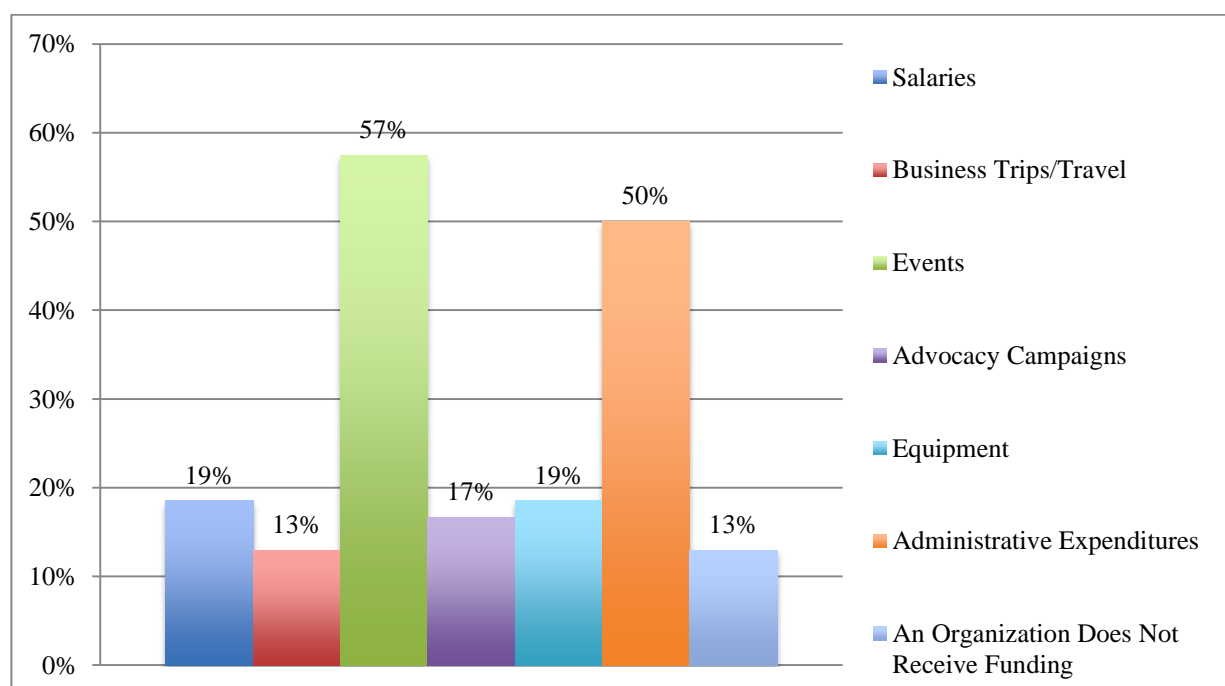


Diagram 12. Activities of Advocacy Organizations Covered by Local Finance Sources

3. LOCAL SOURCES OF FINANCING FOR RESEARCH INSTITUTIONS/THINK TANKS

Research institutions and think tanks have financing from various local sources (See Diagram 13). Approximately one third of polled organizations have indicated the availability of business funding, a possibility to receive citizen support and money from the national/state authorities and revenues from own economic activities. One out of four centers receives membership dues and only 17% of organizations enjoy the support from local organizations and foundations.

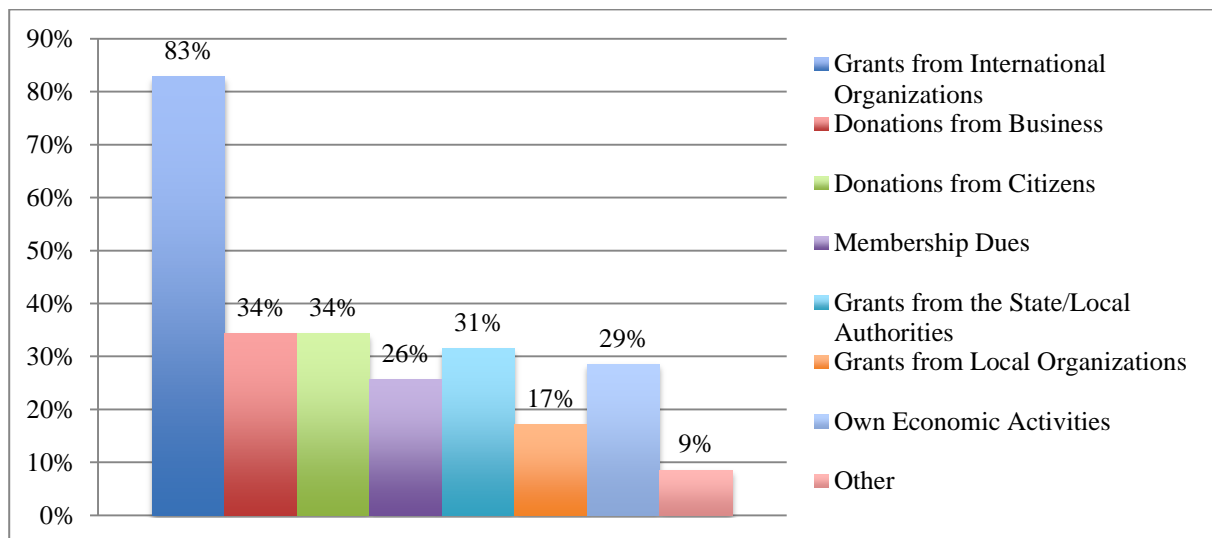


Diagram 13. Main Sources of Funding for Research Institutions/Think Tanks

The analysis of revenues and their shares in the budget of a research institution/think tank has demonstrated that all local funding amounts only to 38% of the total budget of the organization (See Diagram 14). Own economic activities are the most profitable source of revenue for the research institutions/think tanks. Business donations, grants from the state and local authorities and the membership dues equally support the work of the research institutions/think tanks to some extent. Despite substantial support of citizens that one in three centers enjoys the share of such support is quite insignificant in the budget of an organization; the same can be said about the grants from the local funds.

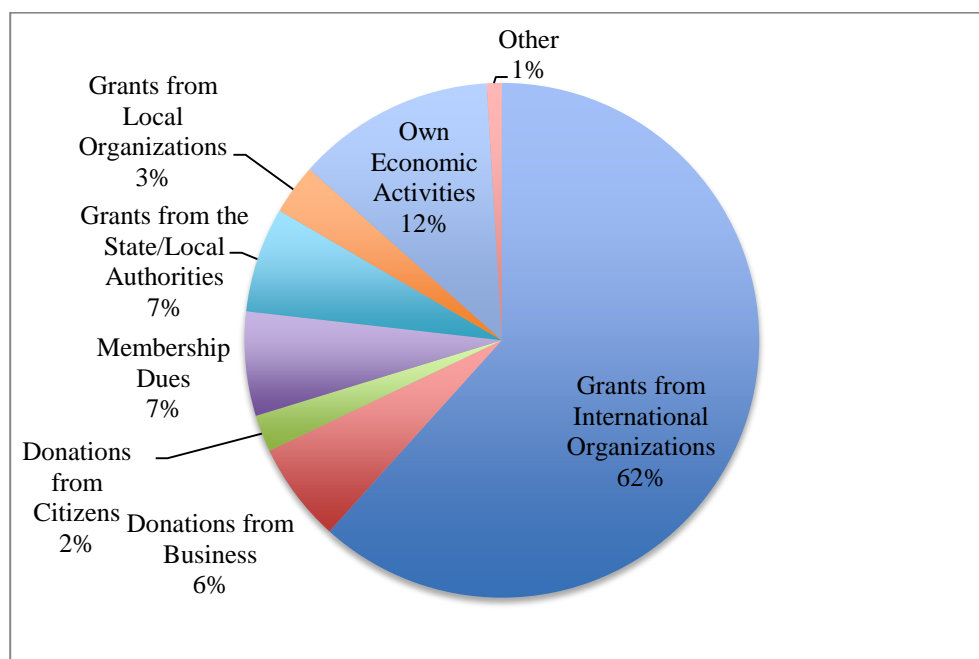


Diagram 14. Shares of Various Finance Sources in the Budget of a Research Institution/Think Tank

The study has demonstrated that the research institutions/think tanks spend the most on their events (66%) and administrative costs (51%) (See Diagram 15). Salaries of staff and consultants amount to quite a large share of the total budget (37%) as well as the business trips/travel (26%). Twenty per cent of organizations spend raised funds on equipment. And only 3% of research institutions/think tanks conduct advocacy campaigns at the account of locally raised money.

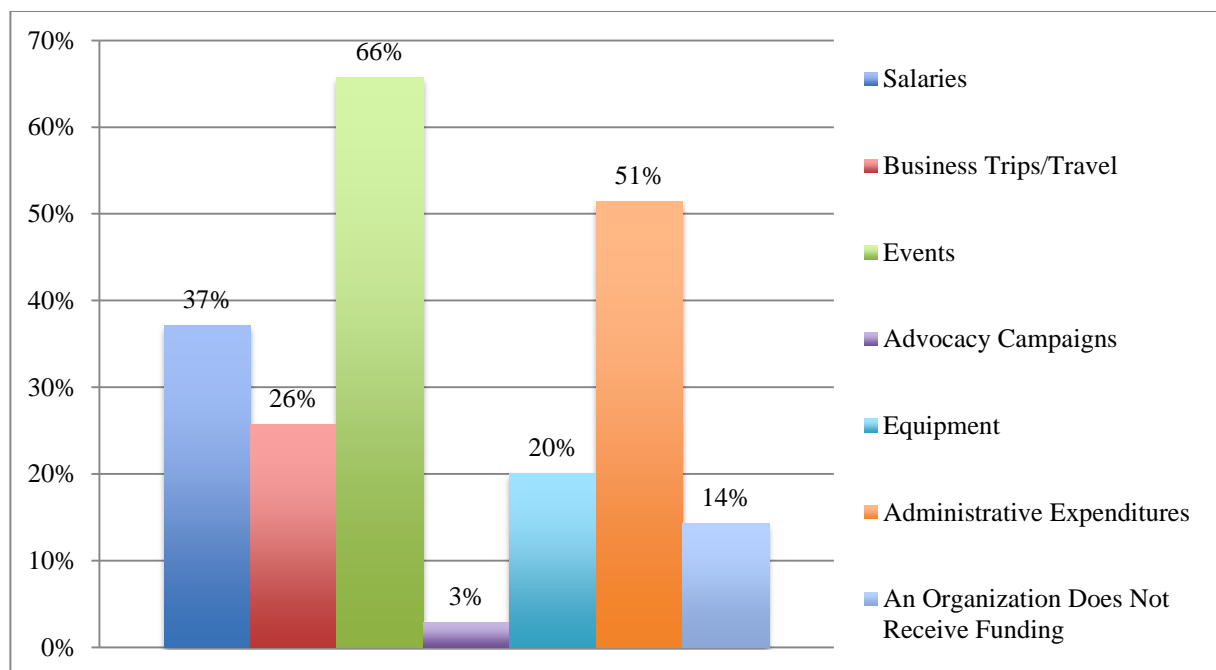


Diagram 15. Activities of Research Institutions/Think Tanks Covered by Local Finance Sources

4. FUNDRAISING MECHANISMS

In order to understand how CSOs raise funds they were asked about the availability of a fundraising plan and the overall trend for the last year, in particular whether the funding was increased or decreased. Besides, the representatives of the organizations were asked to indicate individuals engaged in fundraising in their organizations. The answers presented in the questionnaire forms for both the advocacy organizations and research institutions/think tanks reveal the existing fundraising practices in these organizations.

The review of 54 questionnaire forms filled in by the **advocacy organizations** has demonstrated that 44% of polled organizations have a written fundraising plan for one year and 54% of organizations raise their funds in line with their strategic plan. One in four organizations conducts relevant campaigns to raise funds or does it on an ad hoc basis. As a rule, it is the head of the organization that is responsible and engaged in fundraising in 94% of polled organizations, although nearly 50% of organizations have both the heads and other members of the organization engaged in this work. Only one in four organizations engages staff in fundraising activities (See Diagram 16).

The answers of the polled advocacy organizations reveal that only two thirds of 44% of organizations that have a written fundraising plan for at least for one year managed to increase their funding or to keep it at the same level; and only one third of organizations reported the decreased funding. Organizations that managed to increase the funding commented that they rely on their strategic plans and conduct relevant fundraising campaigns. In order to maintain the funding at a certain level the advocacy organizations rely both on strategic plans and campaigns, but to a large extent they do it spontaneously. The advocacy organizations that did not manage to keep the revenues at the same level try to use all possible fundraising methods and mechanisms but they are simply not successful in doing that.

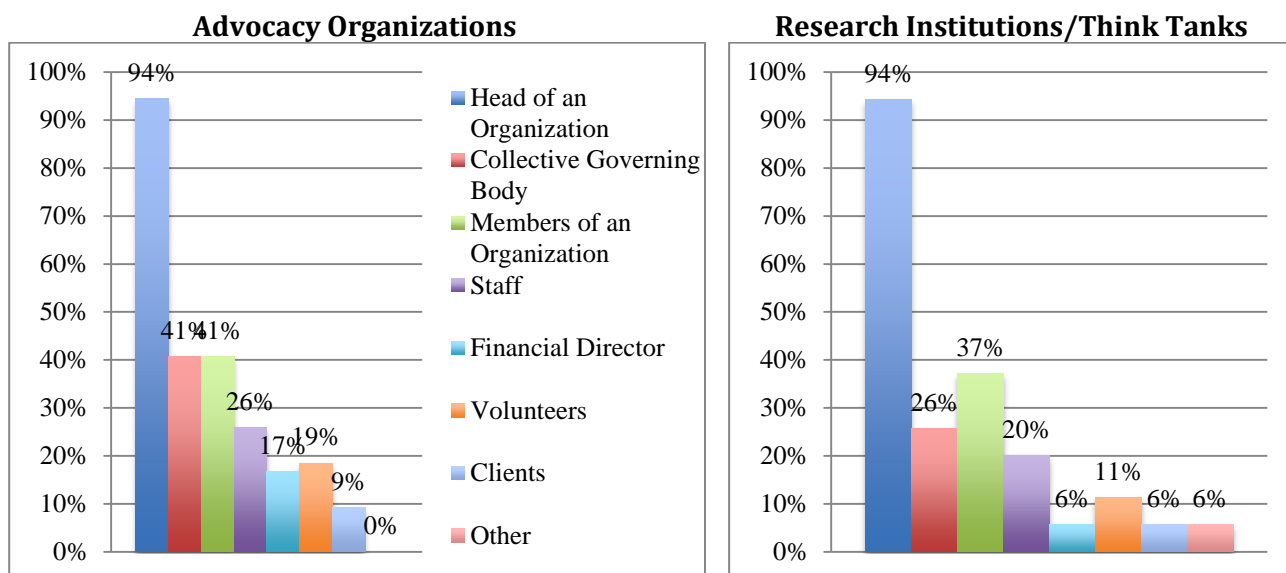


Diagram 16. Individuals Engaged in Fundraising

The fundraising situation in **the research institutions/think tanks** does not differ much from the advocacy organizations. However, 28% of research institutions/think tanks have reported increased funding during the last year if compared to only 20% of the advocacy organizations that could report the same developments. About 37% of polled advocacy organizations and 26% of research institutions/think tanks reported the decreased funding.

As opposed to advocacy organizations only one in five research institutions/think tanks of 46% of organizations that have a written fundraising plan developed for at least one year has decreased funding. The rest of organizations either have increased their funding or managed to keep it at the same level. The research institutions/think tanks that have managed to get their funding increased primarily act in compliance with their strategic plans. They manage to maintain their funding at a certain level thanks to various fundraising methods such as acting in line with the strategic goals of their organizations, conducting fundraising campaigns and being spontaneous in grasping various opportunities. The organizations that have lost some funding during the last year tend to rely on spontaneous fundraising although they do not act much in compliance with their strategies and very seldom they conduct relevant fundraising campaigns.

The heads of the organizations are mainly engaged in fundraising in the research institutions/think tanks. They are less willing to engage the collective governing body, staff and volunteers in that process if compared to the heads of the advocacy organizations. The members of the organizations are engaged in fundraising activities the most (See Diagram 16).

5. CAPACITY OF ORGANIZATIONS TO RECEIVE FUNDING TO COVER THEIR ADMINISTRATIVE EXPENDITURES FROM THE LOCAL SOURCES OF FINANCE AND THE VOLUME OF SUCH SUPPORT

Both 52% of advocacy organizations and 51% of research institutions/think tanks are positive that they can receive local support to cover their administrative costs. But 43% of polled organizations (from both groups) are not certain that there is a possibility to get funding from the local sources to cover their administrative expenditures.

The interviews with **the advocacy organizations** demonstrate completely opposite opinions about the possibility to receive funding from the local sources to cover administrative costs. Some people think that such a possibility is *“as small as possible. I would say, it is next to nothing”*, whereas other people believe that such support depends on *“the project’s attractiveness, or your ability to present the project”*. The majority of polled organizations think that local funding can cover *“some insignificant costs such as communication costs, rent and utilities”* as

“for the most part the local funding covers programme events, which are clearly described in the project. The organizations that provide funding for the project do not welcome administrative expenditures. Very seldom there might be funds available to cover postage and telephone charges if it is stipulated by the project. They will give money to cover programme activities and they will not give money for administrative costs. No money for utilities, no money for rent and no money for salaries. The only costs they could pay for were telephone charges and stationeries for the accounting department”.

The representatives of advocacy organizations differentiate the possibilities of various local donors and ways they can channel their support to the organizations. As one of the participants of the survey put it *“it depends on sources of finance and the amount of administrative costs and competitions of NGOs. It is realistic to receive money to cover administrative costs from the local funding sources, donations, grants on some occasions and other sources provided the costs are reasonable”.* It is feasible to receive money to cover administrative costs from the local government by *“applying for a decreased rent for office facilities and then the city will pay some of the administrative costs of the organizations”.* Other organizations are convinced that the administrative expenditures should be covered *“by social enterprises. If we depend on the public finance, then we will become “a pocket” (GoNGO) organization, besides the budgetary funds are allocated only for the costs associated with the programme implementation”.*

It should be noted that the majority of polled organizations meant expenditures related to the project implementation and not the expenditures related to the operation of an organization in general when talking about the administrative costs. Unfortunately, the representatives of advocacy organizations did not indicate how much they could obtain from the local sources of finance to cover their administrative costs. This is due to the fact that in reality the large majority of organizations just “follow the crop”, i.e. work from one project to another project; they do not develop annual operational plans and do not separate administrative budgets of their organizations though these organizations might have strategic plans in place. The project approach enables them only to plan administrative costs related to the project implementation. These costs are insignificant and limited to certain budget items. The lack of an overall operational plan or a separate administrative budget of an organization does not let the organization understand what administrative costs it may need to run its operations (not just the projects) and the amount of these costs.

The experience of three **research institutions/think tanks** has demonstrated that they found it difficult to receive local finance to cover their administrative costs, but it was doable. As a rule, the share of such support does not exceed 5% of their revenues. On the other hand, the study has revealed a gap in the understanding of CSOs of what administrative costs are. This does not come as a surprise since all polled organizations work with the international donors that have various approaches to what can and cannot be qualified as project administrative costs while nobody even talks about the indirect operational costs related to the functioning of an organization. The international donor organizations mostly provide funding to implement certain projects and they pay for administrative expenses related to the project implementation. Therefore one of the polled organizations provided the following answer *“organizations are able to receive local finance to cover their administrative costs to a large extent since the international donors tend to support programme activities. Therefore the local funding covers our administrative expenses”.*

6. ENSURING THE SUSTAINABILITY OF CSOs WITH THE HELP OF LOCAL SOURCES OF FINANCE

Before we get into the sustainability of advocacy organizations and research institutions/think tanks ensured by the local sources of finance let's analyze what and to what extent organizations can fund with the help of the local finance.

Local Fundraising: Mechanisms, Types, Volumes, Types of Expenditures

The individual interviews with the representatives of advocacy organizations and research institutions/think tanks have demonstrated that these organizations have experience with local fundraising and they know what mechanisms to use.

In particular, **the advocacy organizations** raise local funds by

- Preparing project proposals for competitions announced by the local public authorities to implement various local programmes
- Providing services and carrying out economic activities. For instance, one of the polled organizations *“in 2011 founded a newspaper called Legal Literacy; the newspaper is printed on their own equipment and disseminated by the subscription via the regular post. In 2012 they received 300 UAH and in 2013 it was already 1500 UAH”*.
- Receiving donations from citizens. For instance, *“at the office of our legal bureau where people receive free legal advice we have installed a box for donations and every person can support the legal office financially. In 2012 we received 500 UAH from the local citizens”*.
- Receiving donations from business for particular events. As one organization put it *“business is eager to support our initiatives aimed at local youth. For instance, in 2010 we raised 4000 UAH for a youth project. We managed to get a discount from an entrepreneur we rent our office from; the sum of the discount was 100 UAH per month, which makes 1200 UAH a year. The local newspaper called Pridniprovska Zirka publishes our information messages free of charge, in our mind this is quite a big sum of money”*. Another organization is among the authors and implementers of the Small- and Medium-Sized Business Development Programme in the district. By providing consultations to entrepreneurs the organization receives non-repayable financial aid from them.
- Cooperating with the local public authorities and self-government bodies on certain terms. In some cases the organizations act as the implementers of various state contracts. *“In November 2012 we conducted a School of Social Activity for proactive young people in cooperation with the Department of Youth and Sports of the District Public Administration with the financial support from the district budget (in total 800 UAH)”*. Other organizations receive support for their programme activities from the people's deputies and the local community. For example, one of the programmes developed by the advocacy organization in 2013 enjoyed the support from the oblast council. As a rule, the funds are raised *“to implement specific city, district or oblast projects, campaigns, competitions by filling in the application forms of a certain type, with a certain budget and with a mandatory cooperation with the public authorities”*. Sometimes the state “encourages” the business to support CSOs in the implementation of a certain project. It happens in the following way: *“An order is endorsed together with other public authorities; then it is registered at the department of justice and the letters are distributed to the companies to support this project”*.
- Conducting special campaigns for particular events. For instance, one of the polled organizations conducts *“PR-campaigns to highlight the performance of the Agency as a professional entity and to have negotiations with specific managers in order to have initial agreement on the sum of the contract or a promise such as “if the budget allows us at the end of the first six months, they we will support this idea for certain”*.

According to the polled organizations the local support is provided in the form of money, services, volunteer's work and intellectual resources. The potential sum the organizations have received and can receive vary between 5 000 -6 000 to 150 000 UAH. The amount depends on the source's capacity (public finance, business, citizens, own economic activities) and on the regional peculiarities *“in the West one can count on funding from the local budgets, in the East – on grants from foundations. In general in Ukraine the most common sources of local finance are local budgets, citizens' donations; business support does not amount to much. Revenues from own economic activities/services are small but they are the most stable ones”*.

The polled organizations commented that the sum of 100 000 UAH can be received from the public budget; citizens can donate up to 5 000 -6 000 UAH; as for business, the sum can be up to 30 000 and more if the sponsor likes the idea and the organization. As a rule, the public finances are used to

implement projects and activities in line with the by-laws of a CSOs, whereas the support from entrepreneurs, citizens and revenues generated by the social enterprises is used for administrative costs such as office and equipment maintenance, utilities, communications etc. However, the study has revealed that no single local donor has a clear-cut approach, rules and procedures for rendering programme and administrative support to CSOs. The common trend is that local as well as the international donor organizations working in Ukraine prefer to support programme activities of CSOs. As a result we have situations as sharply described by one of the respondents when answering a question about what expenditures (programme or administrative ones) are covered by the local finance:

“It depends on how you look at this issue. Officially we are not allowed to include administrative costs to the budget contracts. Therefore here we have to act according to the internal rules and agreements between the implementers of sub-contracts that operate under the received public contracts. Usually these people are members of the organization, its experts. They receive money to implement certain works and then they make donations to the organization to cover its administrative costs. Business is also interested in receiving specific services. For example, we organized seminars-presentations for several companies in order to promote their services to the partners of our organizations from different districts. We received non-repayable financial aid from the company to pay for our administrative services. Therefore our experts who organized and conducted these events for the business acted as volunteers for the benefit of our organization as we were able to cover our administrative costs.

In other words, the organizations have to be flexible to find ways to cover their administrative costs.

The representatives of advocacy organizations think that the following programme activities are easy to get funding for – short-term environmental and health care projects, concerts and sport events, summer camps for disabled children and youth, development of recreational areas in the community such as various playgrounds, parks etc. Although it is also possible to get money for certain popular contracts such as development of investment passports and preparation of local development strategies, conducting various activities to increase tourist attractiveness of the local territories, working on marketing and branding of the local territories and preparation of a comprehensive training programmes on the above-mentioned topics. But funding for these kinds of projects should be included to the regional development programmes on tourism, small business development etc. Therefore these services are often presented as workshops that result in concrete information documents, websites, publications and other materials. One needs to know how the public budget is made and be able to negotiate with public officials.

The respondents believe that it is extremely difficult, almost impossible, to raise funds to pay for legal services of a lawyer who provides free legal advices to people or to pay a fee to the trainers who deliver workshops for youth; to train people with disabilities and to place them at the enterprises started by the non-governmental organizations; to pay for capacity building of members of the organization and their participation in trainings and courses; to fund long-term projects focused on monitoring of performance of public authorities, local self-government bodies and law-enforcement agencies and to ensure public pressure on these authorities; to have exchange trips to other cities in Ukraine and to cover administrative costs. As one of the respondents put it:

“The hardest is to find finance for what we need the most (as the advocacy organization) as we have to be under the thumb of a donor or a state when it comes to project administration. If they have announced that the money would be given to certain types of activities, then you won’t receive it for anything else but these activities, even if you badly need them for something else pertinent to your organization”. At the same time the advocacy organizations noted that “this year the projects of organizations that go along with the Party of Regions were supported by the local authorities. We received funding because we have been working for many years and they take our opinion into consideration”.

The research institutions/think tanks raise funds by publishing ads on the websites, participating in various press-events, producing own newsletter with the annual subscription worth of 500 UAH, being active in own economic activities, in particular “*our own sociological service enables us to take orders from business, politicians and local think tanks*”. The experience of three research institution/think tanks has proved the possibility of getting finance from the local sources. As these organizations commented the volume could vary between 36 000 USD and 1 000 000 UAH and to unlimited funding.

In general local resources come as money as well as services. These resources are used for programme activities, salaries and administrative costs. The research institutions and think tanks believe that the activities they can get funding the easiest include preparation of public events and studies that can be of interest to a wide audience. One example is mobilization of resources from people and small business to conduct monitoring of candidates to the members of Parliament in terms of their ethics and integrity by one of the research institutions. In other words, we can say that the possibility of local fundraising depends on the needs, relevance of ideas and values CSOs offer to the society. Only when people understand and feel that they need this initiative they will “vote” for it with their Hryvnya. In the opinion of the representatives of the research institutions the hardest is to receive money to cover indirect costs since it is difficult to explain to the local donors that indirect costs are closely connected to the programme activities of the organizations and are a pre-requisite of its existence.

Sustainability of CSOs Based on Local Sources of Finance

Diagram 17 shows the results of the poll conducted among the advocacy organizations and research institutions and think tanks. Only 6% of research institutions and think tanks are positive that they will be able to be fully sustainable at the account of the locally raised funds. As for advocacy organizations, the number of such organizations is zero. The same percentage of research institutions and think tanks is positive that the local funding can substantially contribute to their sustainability; the percentage of advocacy organizations that have the same feelings is twice as many (13%). Twice as many advocacy organizations (15%) are certain that local funding cannot ensure their financial sustainability when compared to only 8% of research institutions and think tanks.

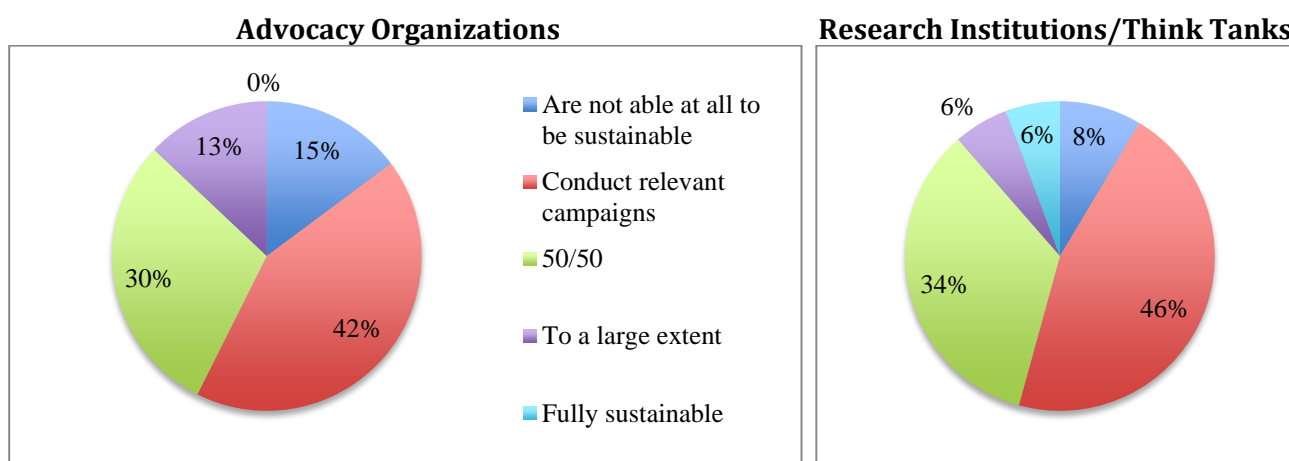


Diagram 17. Level of Sustainability of CSOs at the Account of the Local Resources

Individual interviews with the advocacy organizations have demonstrated that a large majority is convinced that at present local resources can support them to some extent. They think it is because “*there is no money in the district and town budgets even for earmarked items; businessmen and citizens face difficult times as well and they are constantly asked to act as sponsors when events/celebrations are organized, when veterans, children need support, when money is required to improve the local infrastructure etc*”. They are ready “*to work even without the local funding*”. Some organizations are certain they can survive for six months:

“If we compare the costs required to run our organization, in particular, office rent, consumables, communications and salaries for at least 2 key staff members (in total 9 thousand UAH per month) to the amount we raised in 2012, in particular, 71 000 UAH, we can conclude that this money is

enough to keep the office going for six months; however we will not be able to have any professional activities done, for instance, provide expert support etc. We will only be able to pay our rent, maintain the website and pay salaries to the director, the office-manager and the accountant”.

Some organizations are certain that the local finance can significantly contribute to their sustainability *“provided that the work is properly organized”* and *“that there is such a goal and we develop interesting large scale projects”*. It should be mentioned that several organizations already take steps to try to make their organizations sustainable in the future, in particular, they *“buy an office minivan (to be owned by the organization) to provide transportation to disabled people, other types of equipment and gear at the account of the local finance”* or *“they start a social enterprise to pay for the office and cover administrative costs”*.

As for the research institutions/think tanks they believe that the local finance can amount to 1% to 50% of their sustainability and they are positive that *“if we imagine that the international donors leave Ukraine, we will not stop our work as there are local contracts and people need our services and products”*.

7. KEY CAPACITIES OF CSOs REQUIRED TO RAISE LOCAL FUNDS

In order to attract local donors and be able to interact with them an organization should have certain qualities, knowledge and skills, which might not be always necessary when working with the international donors. Therefore it will be important to identify what capacities CSOs need to be successful in their interaction with the local sources of finance as perceived by CSOs.

Advocacy organizations commented on professional and ethics qualities as well as personal behavior of the heads of organizations. However, as one of the respondents put it *“the main capacity is to have an initiative and to have an idea”* that can be implemented provided the CSOs has the following professional capacities:

- To be able to understand the community needs, ability to listen to the community and help it address its problems
- To have knowledge and skills to participate in the development of local programmes
- To have a set of specific professional competitive services
- To have a professional and knowledgeable team of staff members and experts who advance their competence and learn on a regular basis
- To be able to conduct a monitoring of a local policy, programme and strategic documents
- To be able to develop and effectively implement the plan for strategic development of the organization
- To be able to build and keep social partnerships with business and local authorities and be able to conduct successful negotiations with potential clients
- To know how to conduct fundraising campaigns, to have necessary skills and to conduct these campaigns on a regular basis
- To keep in contact with the members of the organization
- To engage clients in the organizational activities and encourage them to share the values of the organization
- To be effective in what you do, in other words *“one has to clearly understand why he/she does it and to do it in a nice way so people can remember you and you don’t feel bad about it”*

In addition to the professional skills the organizations should be known in the community, they should have a good public image and inform the community about their work; they should be experienced and have a good leader; they should be consistent in what they do, their work should be transparent and open; they should prepare annual reports and report how they spend raised funds. Some respondents believe that in order to receive money from the public authorities the organizations

“should eat out of the public authorities’ hands and play along with them” and “integrate with the heads of the respective public bodies”. However, the majority of respondents agree with a good statement made by one of them:

“Key capacities required to raise local resources are a good name of the organization, solid experience in implementing projects including stable contacts with public authorities, participation of members of the organization in the advisory councils of various public authorities, participation as implementers or co-implementers in the earmarked local programmes, registration with the state treasury”.

The representatives of **the research institutions and think tanks** have added the following professional and personal capacities to the list of the advocacy organizations:

- To offer services that will be relevant to the community and that are understood by the citizens as the ones that require support
- To have a product that will be of interest to the local donors
- To be able to clearly set goals for initiatives the funding is required for
- To be able to work in compliance with the standards of the international donor organizations
- To participate in various coalitions and partnerships and have contacts with other local organizations
- To have good relations with mass media and be visible and present in the media, to have a communication strategy and to ensure media support to all events initiated by the organization
- To have or to be ready to have all required compliance audits and evaluations
- To have organizational capacity to receive and effectively use the raised funds.

The research institutions and think tanks understand that it takes various capacities to work with various local donors. For instance, *“in order to receive commercial orders we have to offer high quality products, they should be reliable, well presented and innovative. Whereas for orders from the local public authorities we need to have good relations with the decision makers; we should be able to provide a prompt response to their requests/be expedient; we should have a stand about the priorities of the community/country development; we should actively participate in the community development, take part in various public events and be loyal to the authorities”.*

As for other capacities, both research institutions and think tanks commented that they should be diligent and precise, they should be able to explain and persuade as well as ask; they should have a good track record, be creative and enjoy high trust from their partners.

Since research and analytical studies are main products of the research institutions and think tanks they should be able to perform universal and comprehensive studies, have highly skilled experts experienced in different sectors and a large team of specialists to conduct polls and surveys; they should act in accordance with their professional ethics when conducting surveys and studies; they should not distort information and ensure that their studies are consistent, precise and unbiased.

8. INTERNATIONAL EXPERIENCE

The review of the international experience with local fundraising that supports the activities of advocacy organizations and research institutions and think tanks has revealed various approaches and models.

Public financing (two models):

- I. Indirect financing (tax benefits to NGOs and for private giving to NGOs).
- II. Direct financing: financing from budgetary resources (state and local authority).
 - Two Basic Models of direct government funding
 - ✓ Grants, subsidies (to finance NGOs projects, support their institutional development, make up for low fees for services)

- ✓ Contracting (paying for services provided by NGOs)
- Other Innovative Approaches
 - ✓ 1% Law (Hungary, Slovakia, Poland, Romania).
 - ✓ National foundations for civil society (Hungary, Croatia, Estonia).
 - ✓ Use of underutilized municipal property and other kind of in-kind support (Ukraine, Tajikistan, Poland).
 - ✓ Use of privatization proceeds to support activities of foundations (Czech Republic).
 - ✓ Use of lottery proceeds (EU good practices).

Bussiness support

- Corporate foundation
- Direct funding (grants, subsidies to finance NGOs projects, support their institutional development, make up for low fees for services)
- Contracting (paying for services provided by NGOs)
- Sponsorship to support events organized by NGOs
- Pro bono services

Citizens' support

- Direct support
- Private foundation
- Family foundation
- Community foundation
- United Way (USA)
- Community Shares (USA)

Political parties support

- Direct funding
- Contracting (paying for services provided by think tanks)
- Party think tank (IRI and NDI in the USA)

Other models

- Social enterprise
- Services

One of the models that might be very useful for Ukrainian community-based advocacy organizations is Community Share model from the USA that is described below in details.

Community Shares model is the membership organization founded by several community-based advocacy organizations (usually non mainstream) that shared the belief that grassroots social advocacy could promote systematic change, helping ease the need for more social service programs. The board of directors governs organization where 40% consist of staff member and rest 60% - of its members from member organizations. All members serve 2-year term. Number of board members might vary from 15 to 25 individuals. The advisory board consists of “big and famous people with names”. Advisory board is getting together four times a year and responsible for identifying potential donors and planning fundraising campaign. Usually, fundraising campaign is conducted once a year at fall between all major holidays, when people do not have other choices such as Christmas giving to poor. There are several ways in which Community Shares attract its fund. Traditional ways include grants from foundations, donations from corporations and individuals. One of the most interesting approaches of fundraising is workplace-giving campaign. Upon agreement with a company management, employees receive pledge from Community Shares where they commit portion of their salary to either specific member organization(s) of Community Shares or equally to all members of Community Shares (such option of beneficiaries is very important for making choice by people who provide donation). Of course, the most important issue is how Community Shares distributes contributions among its members and how member organizations could use these grants. Each member organization of Community Shares has responsibility to contribute certain (defined by members) number of hours to organization. It could be done by participating in the committees,

participating and assisting in campaign events, paying the dues and fees. Only when organization contributes all hours it could receive its share of raised funds. All raised funds equally divided among all members. Individual member organization may receive more than its equal share in two cases. In first case, when specific contribution is made in pledge to that particular organization. Second, when one or more member organizations do not totally or partly fulfill its responsibility about contribution to Community Shares. In this case the organization(s) will get only part of share accordingly to dedicated hours. The rest of the share is equally distributed among the rest of the member organizations. Member organizations can use funds from Community Share for any purposes that help the organization to fulfill its mission; it could be used either for general organizational support and/or for program activity. As Community Shares members say: *“the bigger pie (raised funds) the larger is your share (this is why it calls Community Shares).”*

Community Shares community model, as any other concept that is membership-based, has to be well defined and thought through before its replication. Bylaws should clearly define requirements and rights of its members, rules of obtaining and suspension of membership, role and responsibilities of board of directors and advisory board. At the same time, well-developed organizational regulations and procedures allow Community Shares to use very few staff members and involve many volunteers from its member organizations as well. Involvement of member organizations in Community Share organizational governance and management allow those organizations practice true participation in its strategic planning, decision-making and implementation processes and democratic governance on daily basis.

Conclusion. This model is very interesting to Ukrainian advocacy CSOs because it shows how advocacy and social justice organizations can be united under one ‘roof’ and effectively raises and efficiently uses funds for their activity. At the same time, that model teaches how to partner and work in partnership with other CSOs and how “one plus one can make more than two in summary”. In addition, Community Shares help to survive advocacy organizations either on their start up phase or in difficult time by providing with funds raised during campaign.

CONCLUSIONS

The study has demonstrated that the Ukrainian advocacy organizations, research institutions and think tanks **generate revenues** from various local sources of finance. When compared to the research institutions and think tanks the advocacy organizations tend to rely more on local sources of finance and the local support amounts to 50% of the share of local funding in their budgets. Over 50% of the polled research institutions and think tanks depend on international funding. The budgetary support, donations from business and citizens prevail in the budgets of advocacy organizations, whereas the research institutions and think tanks rely more on their economic activities and less substantial public finances, membership dues and business donations. Local support is mainly used to cover events costs and administrative costs by the advocacy organizations as well as the research institutions and think tanks. The research institutions and think tanks mainly use local funding to pay salaries and to cover business trips related expenses. However, civil society organizations use little of their locally raised funds to conduct advocacy campaigns.

Nearly half of advocacy organizations **raise** local funds according to the strategic plan and/or fundraising plan. Only one in four organizations conducts fundraising campaigns or does it spontaneously. The situation with fundraising activities at the research institutions and think tanks does not differ much from the advocacy organizations. But if 28% of research institutions/think tanks have increased their funding over the past year, only 20% of advocacy organizations reported the increased funding over the past year. The decrease of funding was reported by 37% of polled advocacy organizations and 26% of research institution and think tanks. It is the heads of the advocacy organizations and research institutions/think tanks that are mainly engaged in fundraising activities, less frequently members of the organizations and collective governing bodies, employees and volunteers.

The advocacy organizations **raised** funds by preparing project proposals for various competitions announced by the local public authorities to implement local programmes; by providing own services and conducting economic activities; by receiving donations from citizens and business for specific events; by cooperating with the local public authorities and local self-government bodies on particular terms and by conducting special campaigns for specific events. The local support **is provided** in the form of money, services, volunteers' work and intellectual resources. The experience of the polled organizations has proved that it is possible **to receive** up to 100 000 UAH from the budget; citizens can donate up to 5 000 -6 000 UAH; business can donate 30 000 and more if they like the idea and the implementing organization. Typically the public funds are used to implement projects and activities that are in line with the by-laws of the civil society organization; whereas the support of the businessmen, citizens and revenues from the social enterprises is used to cover administrative costs such as office and equipment maintenance, utilities, communications etc. The research institutions and think tanks raise funds by placing ads on various websites, by participating in press-events, by producing own bulletin/magazine and by conducting economic activities. The experience of the research institutions/think tanks has proved that it is possible to raise local funds of any amount. As a rule, the local resources come as financial aid and also services. The support is used to cover programme-related expenses, salaries and administrative costs.

The study has revealed that in the opinion of the advocacy organizations **the easiest way** to get funding is to offer programmes focused on certain concrete events. Although it is also possible to get money for certain popular contracts such as development of investment passports and preparation of local development strategies, conducting various activities to increase tourist attractiveness of the local territories, working on marketing and branding of the local territories and preparation of a comprehensive training programmes on the above-mentioned topics. But funding for these kinds of projects should be included to the respective regional development programmes. It is extremely **difficult**, almost impossible, to raise funds to pay for legal services of a lawyer who provides free legal advices to people, to pay for capacity building; to fund long-term projects focused on monitoring of performance of public authorities, local self-government bodies and law-enforcement agencies and to ensure public pressure on these authorities and to pay for administrative expenditures. According to the research institutions and think tanks events and studies are the easiest activities to get funding for; the hardest is to find funding for the administrative costs.

The representatives of advocacy organizations have completely opposite views about the possibility of raising **local funds to cover administrative costs**, in particular, from absolutely impossible to possible depending on the volume of expenses. The research institutions think that it is rather hard to receive local finance to cover administrative costs but it is still doable. Usually the share of such support does not exceed 50% of revenues.

The study has demonstrated that only a small portion of the polled research institutions believes that they are capable to ensure their **sustainability** at the account of local finance; as for the advocacy organizations, none of them have such an opinion. A large majority of advocacy organizations are convinced that at present local resources can support them to some extent. However there are also organizations that can survive for as long as six months at the account of the locally raised funds provided that their work is efficiently set up. As for the research institutions and think tanks, they believe that the level of their financial sustainability' dependency on the local finance can vary from 1% to 50%.

The study has revealed several **trends** that should be brought into view. *First of all*, local donors as well as international donors working in Ukraine prefer to support programme activities and reduce support to the administrative expenditures of the organizations. It does not contribute to the sustainable development of civil society organizations even if they have long-term strategic plans in place. Instead such approach forces the organizations to survive from one project to another. *Second of all*, CSOs understand administrative expenses in many different ways; there is no consistency in their perception of administrative costs. This does not come as a surprise since all polled organizations work with different local and international donors that have different approaches as to what can and cannot be included to the administrative costs of the project. *Third of all*, there is a lack of a concept for

funding overhead costs related to the activities of an organization, which is widely used in the USA and which is almost non-existent in Ukraine to support the CSOs. This leads to the *next* trend, which implies “flexible” use of generated resources and invention of “non-traditional approaches” to cover administrative costs associated with the project and day-to-day operations of the organization, in other words to corruption, which is often “inspired” by the donors and their rules and procedures. One more trend should be also mentioned since it has a negative impact on the potential and volume of locally raised funds, especially from the business. This trend is tough and unfavorable legislation that does not enable business to support CSOs openly and transparently and to make donations as the controlling authorities can start persecutes the business. In their turn CSOs are not in position to have their own economic activities that would help the organizations be sustainable. And this is again for the same reason.

RECOMMENDATIONS

In order **to disseminate successful finance models** of advocacy organizations, research institutions and think tanks the following steps should be taken:

First of all, one needs to clearly understand the role of advocacy organizations, research institutions and think tanks, the peculiarities and specifics of their activities, their similarities and differences with organizations that provide social services.

Second of all, a clear-cut definition of administrative costs under the project and administrative costs of the organization should be offered.

Third of all, a concept of indirect costs should be developed (similar to the Negotiated Indirect Cost Rate Agreement – NICRA in the USA) in order to simplify life for organizations so they don't have to invent and come up with talented schemes to cover administrative costs at the account of already limited programme funds. This will create equal conditions that ensure equal competition of ideas, services and professionalism of organizations.

Fourth of all, there has to be an interesting and quality product (s) at the affordable price and pricing policy; it should be properly marketed and the organization has to bear responsibility for it.

Fifth of all, organizations have to be transparent in what they do, they should report their activities, for instance, start a mandatory practice of publishing annual reports to enable others understand and see the openness of the CSOs' work and their generous contribution to the development of the civil society.

And **the last**, the organizations should share success and experience; they should disseminate their success fundraising stories and support successful practices. It is vital to have meetings and workshops, train activists at the regional (how to receive funding in a particular region) and national level (information sharing between the regions). It is important to publish manuals and guidance with good practices as well as develop a website with these best practices or to start a page on the already existing website for civil society organizations.

As for **the finance model for the advocacy organizations**, to *Community Shares model* has a great potential in Ukraine. Because this model is so new and unusual for Ukraine, its introduction should be carefully planned and explained to local NGOs. It could be recommended to conduct a pilot project that can involve only limited number of advocacy and/or social justice organizations that are located on the same geographic territory. In addition, all models require availability initiative and active individuals and civil society organizations who do not afraid to take risks, are dedicated to idea of civil society, know how to listen others, and open to learning.

ANNEXES

- Annex 1. Terms of Reference of the Study
- Annex 2. List of Advocacy Organizations, Research Institutions and Think Tanks Participating in the Study
- Annex 3. Tools of the Study
- Annex 4. Finance Models for Advocacy Organizations, Research Institutions and Think Tanks

**PACT UKRAINE
THE UNITER PROGRAM
Mapping of the successful practices of the financial sustainability**

Background

Ukraine National Initiatives to Enhance Reforms (UNITER) project is scheduled to finish in September 2013. In its final year UNITER program is undertaking a series of assessments that are aimed to inform civil society strategies for the next five years in Ukraine.

The primary goal of UNITER is to strengthen and assist leading pro-reform Ukrainian civil society organizations (CSOs) to sustain and consolidate democratic gains. Through financial support of advocacy campaigns on both national and local levels Pact promotes NGOs role in reforms. However, in order for the sector to become sustainable and independent in the future it is critical for advocacy organizations to find local source of funding for its activities. CCC reports that the local sources of funding have decreased significantly as a result of the economic crisis that hit Ukraine in 2008-2009. As Ukraine economy still remains in downturn, the local resources will not likely to replace donors' support to NGOs. With this assessment Pact aims to map the existing best practices in the country on generating local funding for the activities of various types of advocacy organizations.

Purpose

The purpose of this assessment is to map existing best practices in Ukraine in mobilizing local resources by advocacy organizations in different sectors. The assessment should include:

- Mapping the best practices in mobilizing local resources in Ukraine by advocacy and research organizations classified by type of organization
- Assess the amount of funding attracted through existing models

Research questions

1. What are the local sources of funding for advocacy organizations in different fields?
2. Which promising models exist in Ukraine for funding advocacy organizations in different fields?
3. What are the local sources of funding and/or funding models for research institutions?
4. To what extent these resources can provide sustainability for specific advocacy sectors?
5. What are key capacities and/or characteristics needed for securing these funding sources?
6. What is needed for replication of the models?
7. To what extent organizations are able to secure funding for its institutional support?
8. What is the approximate amount that organization can attract with the model?

Research methods

The list of research methods may include but is not limited to:

- Document reviews;
- In-depth interviews with stakeholders;
- Surveys;
- Focus groups.

Deliverables

- Approve research tools with UNITER staff;
- Approve categorization of advocacy organizations used for research;
- Report in English containing answers to the key research questions, executive summary and estimations of value of the existing mobilized researches, description of the characteristics of models of funding and recommendations for replications.

**Annex 2. List of Advocacy Organizations, Research Institutions and Think Tanks
Participating in the Study**

List of Advocacy Organizations participated in the study

№	Назва організації	Регіон	Керівник
1	ВО МГО Молодіжний фонд «Наше майбутнє	Волинь	Дружинович Сергій
2	Чернігівський громадський комітет захисту прав людини	Чернігів	Віктор Тарасов
3	Миколаївська обласна дитяча громадська організація «Миколаївська спілка скаутів»	Миколаїв	Семенков Анатолій
4	Вінницька обласна молодіжна організація «Наше поділля»	Вінниця	Степанець Юрій
5	Всеукраїнська громадська організація «Асоціація сприяння самоорганізації населення»	Одеса	Трепалюк Анна
6	Чернігівська молодіжна громадська організація «Молодь – ХХІ століття»	Чернігів	Громова Тетяна
7	Свердловська спілка осіб з обмеженими фізичними можливостями та членів їх родин «Життя без бар'єрів	Луганськ	Оксана Сорокіна
8	ВОГОІ А-ВЕСТА	Вінниця	Полулях Лариса
9	Громадська організація «Сєверодонецька агенція розвитку громади»	Луганськ	Кіріллова Тетяна
10	ЛОО ВМГО «Львівська обласна молодіжна хостел асоціація»	Львів	Довганик Леся
11	Білозерський районний осередок Херсонської обласної молодіжної громадської організації «Молодіжний центр регіонального розвитку»	Херсон	Елла Петренко
12	Донецька обласна екологічна громадська організація «До чистих джерел»	Донецьк	Журавльов Володимир
13	Доманівська районна дитяча громадська асоціація «Чиста вода»	Миколаїв	Заєць Костянтин
14	Волинська обласна громадська організація батьків дітей з синдромом Дауна та іншими порушеннями розвитку	Волинь	Мельник Олена
15	Буковинський центр виборчих технологій	Чернівці	Бабюк Ігор
16	Подільський центр прав людини	Вінниця	Бардин Михайло
17	«Подільське Екологічне Товариство»	Хмельницьк	Білик Руслан
18	ВМГО «Молодіжний Націоналістичний Конгрес»	Київ	Кішка Іван
19	Агенція розвитку підприємництва жінок та молоді	Львів	Довганик Леся
20	Академія розвитку	Чернігів	Надирова Наталя
21	ЖОО ВМГО Молодь Демократичного Альянсу	Житомир	Фурлет Іван
22	Хмельницька обласна асоціація сприяння вирішенню проблем наркоманії та СНІДу «Вікторія»	Хмельницьк	Висоцька Лариса

23	Сумська міська громадська організація одиноких матерів та матерів-інвалідів «вербена»	Суми	Поліщук Неля
24	Миколаївська обласна молодіжна громадська організація «Екологічний правовий захист»	Миколаїв	Кузюк Андрій
25	Миколаївський клуб сприяння сталому розвитку та побудові громадянського суспільства "Спільні дії"	Миколаїв	Галкіна Антоніна
26	«Молодіжний рух інвалідів»	Тернопіль	Васильчук Віктор
27	Запорізька обласна громадська організація «Народний Захист»	Запоріжжя	Заболотна Наталія
28	Інформаційно-правовий центр «Наше право»	Львів	Андрій Лепак
29	Регіональний центр «Рідна земля»	Луганськ	Красій Юлія
30	ГО «Молодіжна організація «СЛАВІС-Вінниця»	Вінниця	Марянчук Сергій
31	Фонд підтримки підприємництва м. Ізмаїла	Одеса	Стойкова Валентина
32	Харківська обласна організація професійних спілки підприємців	Харків	Репін Валерій
33	ГО «Фонд розвитку «Шевченків край»	Черкаська	Прогнімак Яків
34	Школа Рівних Можливостей	Київ	Конченкова Ірина
35	Закарпатський регіональний центр соціально – трудової реабілітації та професійної орієнтації “ВІБІР”	Закарпаття	Марко Василина
36	Житомирський обласний центр молодіжних ініціатив	Житомир	Картошов Андрій
37	Громадська організація «Агентство стійкого розвитку Луганського регіону»	Луганськ	Ганна Борова
38	Громадська організація молодих інвалідів «Реабілітаційний центр»	Крим	Голубев Олег
39	Благодійний фонд «Громадські ініціативи»	Львів	Лещук Григорій
40	Кіровоградська асоціація «Громадські ініціативи»	Кіровоград	Тернавський Віталій
41	Бахчисарайська району громадська організація «Український дім»	Крим	Головко Тетяна
42	«Вектор толерантності»	Херсон	Грець Валерій
43	Львівське обласне відділення Українського фонду «Реабілітація інвалідів»	Львів	Грибальський Ярослав
44	Дрогобицька організація Комітету виборців України	Львів	Николайшин Богдан
45	Спілка підприємців малого та середнього підприємництва Кіровоградської області	Кіровоград	Надутенко Олена
46	Районна громадська організації «Кремінська бізнес-асоціація»	Луганська	Сімонов Андрій
47	Херсонський обласний благодійний фонд «Захист»	Херсон	Польська Лариса
48	Миколаївське Обласне Відділення Всеукраїнської Благодійної Організації «Всеукраїнська мережа ЛЖВ»	Миколаїв	Мельнікова О.В.
49	Молодіжний Клуб Дрогобиччини	Львів	Дшезняк

			Мар'яна
50	Полтавський центр сім'ї «Родинний дім»	Полтава	Сафронова Лідія
51	Татарбунарська районна громадська екологічна організація «Відродження»	Одеса	Вихристюк Ірина
52	Сумське міське об'єднання громадян «Громадське Бюро «Правозахист»	Суми	Ігор Рекун
53	Херсонська обласна організація Причорноморський центр політичних та соціальних	Херсон	Мошнягул Олександр
54	БФ «Центр підтримки ініціатив»	Львів	Матусяк Оксана

List of Interviewed Advocacy Organizations

№	Назва організації	Регіон	Керівник
1	Білозерський районний осередок Херсонської обласної молодіжної громадської організації «Молодіжний центр регіонального розвитку»	Херсон	Петренко Елла
2	Хмельницька обласна громадська організація «Подільське Екологічне Товариство»	Хмельницьк	Білик Руслан
3	ВМГО «Молодіжний Націоналістичний Конгрес»	Київ	Кішка Іван
4	Агентство стійкого розвитку Луганського регіону	Луганськ	Ганна Борова
5	Кремінська бізнес-асоціація	Луганськ	Сімонов Андрій
6	ЛОВУФ "Реабілітація інвалідів"	Львів	Грибальський Ярослав
7	МОДГО "Миколаївська спілка скаутів"	Миколаїв	Семенков Анатолій
8	Полтавський центр сім'ї "Родинний дім"	Полтава	Сафронова Лідія
9	ГО «Молодіжна організація «СЛАВІС-Вінниця»	Вінниця	Мар'янчук Сергій
10	ЗРЦСТРтПО "Вибір"	Закарпаття	Марко Василина

List of Research Institutions and Think Tanks Participating in the Study

<i>№</i>	<i>Назва організації</i>	<i>Регіон</i>	<i>Керівник</i>
1	Білозерський районний осередок Херсонської обласної молодіжної го "Молодіжний центр регіонального розвитку"	Херсон	Елла Ступак
2	Миколаївський клуб сприяння сталому розвитку та побудові громадянського суспільства "Спільні дії"	Миколаїв	Антоніна Галкіна
3	Черкаська ОО "КВУ"	Черкаси	Сергій Пасічник
4	ГО "Академія розвитку м. Чернігів"	Чернігів	Наталя Надирова
5	Районна ГО "Кремінська бізнес-асоціація"	Луганськ	Андрій Сімонов
6	Східноукраїнський центр громадських ініціатив	Луганськ	Володимир Щербаченко
7	Кіровоградська асоціація "Громадські ініціативи"	Кіровоград	Любов Лук»янцева
8	Бахчисарайська районна го "Український дім"	Крим	Тетяна Головка
9	Дніпровський центр соціальних досліджень	Дніпропет- ровськ	Олена Шаройкіна
10	Чернівецька обласна громадська організація "Буковинська агенція регіонального розвитку"	Чернівці	Тетяна Лебухорська
11	Донецька міська громадська організація "Альянс"	Донецьк	Наталя Семиволос
12	Громадська організація "Центр UA"	Київ	Олег Рибачук
13	Міжрегіональний центр ЛГБТ- досліджень "Донбас - соцпроект"	Донецьк	Максим Касянчук
14	Ріпкинська районна громадська організація "Центр сприяння економічному та соціальному розвитку Ріпкинського регіону"	Чернігів	Оксана Нечепорук
15	Сіверський інститут регіональних досліджень	Чернігів	Людмила Чабак
16	Міжнародний центр перспективних досліджень	Київ	Ігор Шевляков
17	ГО "Центр соціальні індикатори"	Київ	Олександр Дишлевий
18	Славутицька міська ГО "Лабораторія малого бізнесу"	Київ	Лариса Нікітенко
19	Громадська ГО "Асоціація економічного розвитку Івано_Франківщини (АЕРІФ)"	Івано- Франківськ	Марія Ковалів
20	Центр політико-правових реформ	Київ	Віктор Тимошук
21	Центр соціального партнерства та лобювання НаУКМА	Одеса	Сергій Панзер
22	Творче об"єднання "ТОРО"	Кіровоград	Олексій Хмара
23	Хмельницький регіональний благодійний фонд "Зміцнення громад"	Хмельницьк	Анна Гордійчук
24	Центр політичних студій та аналітики	Київ	Віктор Таран
25	ГО "Асоціація міжнародно-правових досліджень"	Дніпропет-	Сергій

		ровськ	Єдаменко
26	Мережа розвитку європейського права	Київ	Олександр Вінніков
27	Центр соціально-економічних досліджень CASE Україна	Київ	Володимир Дубровський
28	Донецький інститут соціальних досліджень і політичного аналізу	Донецьк	Володимир Кіпень
29	Асоціація жінок-депутатів місцевих рад Чернівецької області	Чернівці	Олена Батракова
30	Благодійний фонд підтримки та розвитку громади Нікопольського регіону «Меценат»	Запоріжжя	Ангела Близнюк
31	Центр досліджень місцевого самоврядування	Львів	Володимир Бригілевич
32	Черкаська обласна організація Всеукраїнської громадської організації «Громадянська мережа «ОПОРА»	Черкаси	Микола Макуха
33	Центр Разумкова	Київ	Микола Мартиненко
34	Громадська організація «Центр регіональних досліджень»	Одеса	Ігор Студенников
35	Благодійний фонд «Демократичні ініціативи імені Ілька Кучеріва»	Київ	Ірина Бекешкіна

List of Interviewed Research Institutions and Think Tanks

<i>№</i>	<i>Назва організації</i>	<i>Регіон</i>	<i>Керівник</i>
1	Центр Разумкова	Київ	Микола Мартиненко
2	Благодійний фонд «Демократичні ініціативи імені Ілька Кучеріва»	Київ	Ірина Бекешкіна
	ХБФ «Зміцнення громад»	Хмельницьк	Анна Гордійчук

ON-LINE QUESTIONNAIRE FORM

Dear Colleagues,

*The CCC Creative Center conducts a study on existing models and practices for raising local finance by advocacy organizations operating in various fields. **The local finance** stands for finance of the Ukrainian origin, in particular, state/local public finance, donations from citizens and business, grants from local foundations and organizations, revenues generated by organizations themselves by rendering services and conducting economic activities etc.*

The study has the following objectives: i) To identify the best practices for mobilizing local resources by advocacy organizations and research institutions/think tanks depending on the type of an organization; ii) To study the volume of raised funds for each of the identified model.

The study is performed within the framework of the overall evaluation of the civil society development in order to identify various successful practices in different fields of activities of CSOs and to develop strategies on how these practices can be further disseminated. The findings of the study will be presented at the final conference of the UNITER Project and will help set up future priorities of the civil society development in Ukraine.

The study will be conducted in two phases, in particular, an on-line survey and individual interviews. The on-line survey will help discover the existing experience and practices. Afterwards individual interviews will be held with the representatives of organizations willing to share their experience in order to describe the successful models and practices in details. Names of organizations that will share their models will be disclosed only with the consent from these organizations.

*Your organization is engaged in advocacy activities for your clients and target groups. We would like to kindly ask you to fill in our questionnaire form. It will not take more than 10-12 minutes. All provided information is qualified as confidential and it will **ONLY** be used as a summary without going into details and without any particulars.*

Please answer ALL questions for us to be able to assess the fundraising situation with the local finance correctly and be in position to draw consistent conclusions.

*Please send the filled in questionnaire form and questions/comments to us as research@ccc.kiev.ua.
The deadline is March 25, 2013.*

Thank You for Your time and answers!

Sincerely,

CCC Team

QUESTIONS OF THE SURVEY

1. What are the main finance sources in your organization? *(Please mark ALL relevant options)*

- | | |
|--|---|
| <input type="checkbox"/> Grants from international organizations
<input type="checkbox"/> Donations from business
<input type="checkbox"/> Donations from citizens
<input type="checkbox"/> Membership dues | <input type="checkbox"/> Grants (funding) from the state/local public authorities
<input type="checkbox"/> Grants from local organizations
<input type="checkbox"/> Own economic activities such as social enterprise
<input type="checkbox"/> Other (Please specify)_____ |
|--|---|

2. Based on answers to the previous question please indicate the share of respective funding in the budget of your organization.

	Percentage
Grants from international organizations	
Donations from business	
Donations from citizens	
Membership dues	
Grants (funding) from the state/local public authorities	
Grants from local organizations	
Own economic activities such as social enterprise	
Other (Please specify)	
Total	100%
I don't know	

3. What expenses are covered by the local finance? *(Please mark ALL relevant options)*

- ☐ Salaries
- ☐ Business trips/travel
- ☐ Events (trainings, round-table discussions, conferences etc)
- ☐ Advocacy campaigns
- ☐ Equipment
- ☐ Administrative costs (office rent, utilities, communications, etc)
- ☐ An organization does not receive funding from the national sources of finance.

4. Who is engaged in fundraising in your organization? *(Please mark ALL relevant options)*

- ☐ The Head of an organization
- ☐ The collective governing body
- ☐ Members of an organization
- ☐ Employees
- ☐ Financial director
- ☐ Volunteers
- ☐ Clients
- ☐ Other *(please specify)*

5. Does your organization have a written fundraising plan valid for at least one year?

- ☐ Yes, it does
 ☐ No, it does not

6. Please select from the following options the ones that fit the fundraising practices in your organization the best.

- ☐ The fundraising is conducted according to the strategic plan
- ☐ The organization conducts fundraising campaigns
- ☐ The fundraising is done spontaneously/on ad hoc basis
- ☐ I do not know
- ☐ Other *(please specify)* _____

7. Has your organization experienced changes in the level of funding over the past year?

- ☐ The funding has increased
 ☐ The level of funding remained the same
 ☐ The funding was reduced
 ☐ I do not know

8. What do you think the key capacities for raising local finance are?

9. In your opinion, to what extent can the local finance sources ensure the sustainability of your organization?

- ☐ To zero extent
☐ To some extent
☐ 50/50
☐ To a large extent
☐ To full extent

10. Is it possible to receive funding from local sources to cover administrative expenses?

- ☐ Yes, it is
 ☐ No, it is not

Please elaborate your answer with comments

11. Are you ready to share your fundraising experience at the local level?

- ☐ Yes, I am
 ☐ No, I am not

XXXXXXXXXXXXX

INFORMATION ABOUT YOUR ORGANIZATION

Please share some information about your organization

Name of the Organization _____

Year of Registration _____

Type of Registration

- ☐ Non-governmental organization
 ☐ Charitable Organization

Geographical Span of Activities

- ☐ All Ukraine
☐ Region/Oblast
☐ City/District

Telephone (_____) _____

E-mail _____@_____

Full Name of a Person who Has Filled in the Questionnaire Form

In what sectors does your organization work (Please list no more than THREE sectors)

- | | |
|--|---|
| <input type="checkbox"/> Agricultural Development | <input type="checkbox"/> Human Rights |
| <input type="checkbox"/> Business Development | <input type="checkbox"/> Mass Media |
| <input type="checkbox"/> Chornobyl | <input type="checkbox"/> Policy, Legislation, State |
| <input type="checkbox"/> Children and Youth | <input type="checkbox"/> Professional Associations |
| <input type="checkbox"/> Civic Education | <input type="checkbox"/> Religious Associations |
| <input type="checkbox"/> Consumer Rights | <input type="checkbox"/> Women |
| <input type="checkbox"/> Culture, Arts, Literature | <input type="checkbox"/> Social Issues |

- | | |
|--|---|
| <input type="checkbox"/> Ecology, Environmental Protection | <input type="checkbox"/> HIV/AIDS |
| <input type="checkbox"/> Health care protection, Medical Science | <input type="checkbox"/> Third Sector Development (NGO) |
| <input type="checkbox"/> Charity Development | <input type="checkbox"/> Regional Development |
| <input type="checkbox"/> Corporate Social Responsibility | <input type="checkbox"/> Municipal Infrastructure Development |
| | <input type="checkbox"/> Other (please specify)_____ |

Who are the main clients of your organization? (Please list no more than THREE groups of clients)

- | | |
|---|--|
| <input type="checkbox"/> Children | <input type="checkbox"/> Youth |
| <input type="checkbox"/> Women | <input type="checkbox"/> Students |
| <input type="checkbox"/> Orphans | <input type="checkbox"/> Artistic Circles |
| <input type="checkbox"/> Consumers | <input type="checkbox"/> Professional Groups |
| <input type="checkbox"/> Civil Servants | <input type="checkbox"/> Businessmen |
| <input type="checkbox"/> Retired People | <input type="checkbox"/> Private Farmers |
| <input type="checkbox"/> Senior People | <input type="checkbox"/> Scientists |
| <input type="checkbox"/> Disabled People | <input type="checkbox"/> Mass Media |
| <input type="checkbox"/> Poor and Financially Disadvantaged/Distressed People | <input type="checkbox"/> NGOs |
| <input type="checkbox"/> Refugees | <input type="checkbox"/> Whole Population |
| <input type="checkbox"/> Employees | <input type="checkbox"/> Other (please specify)_____ |

What's the average annual budget of your organization? _____UAH

APPRECIATE YOUR TIME AND ANSWERS!

QUESTIONS FOR INDIVIDUAL INTERVIEWS

Individual interviews are conducted only with the organizations that provided positive answers as regards the availability of local sources of finance. The local finance model will be defined based on the findings of these interviews.

1. What are the local sources of finance used by your organization? **The local finance** stands for finance of the Ukrainian origin, in particular, state/local public finance, donations from citizens and business, grants from local foundations and organizations, revenues generated by organizations themselves by rendering services and conducting economic activities etc.
2. How do you raise funds at the local level?
3. How much can you receive from the local donors?
4. What is the percentage of locally raised funds in the budget of your organization?
5. Who is engaged in fundraising at the local level in your organization?
6. What expenses (programme-related and administrative ones) do the local sources of finance cover?
7. In what way is the local funding provided?
 - ☐ Money
 - ☐ Services
 - ☐ Volunteer's work
 - ☐ Intellectual resources
 - ☐ Other.
8. To what extent can the local resources ensure the sustainability of your organization?
9. What are the key capacities to raise local funds?
10. To what extent are the organizations capable to receive support for their administrative costs?
11. What activities are the easiest to raise local funds for? And are the hardest to raise funds for?
12. What needs to be done in order to disseminate the successful local fundraising practices?

Annex 4. Finance Models for Advocacy Organizations, Research Institutions and Think Tanks

Local Finance Models for Advocacy Organizations

	Public Authorities	Business	Community	Local Foundations	Membership Dues	Own Activities	International Donors
Support Framework (Programme/By-laws (Corporate) Activities)	Programme/corporate activities	Programme activities	Programme/corporate activities	Programme/corporate activities	Programme activities	Programme activities	Programme/corporate activities
Potential Volume	Up to 100 000 UAH	30 000 UAH	Up to 6 000 UAH	-	-	-	-
Priorities/Areas of Activities	Local priorities defined by the public authorities	Priorities of the business and communities, in which the business operates	Pressing needs	Priorities defined by the foundations	Corporate activities, administrative needs	Corporate activities, administrative needs	Priorities of the international foundations and their programmes
Ways to Raise Resources and Support	Local competitions Implementation of various programmes Service delivery Payment of rent and utilities	Service delivery Request of the public authorities Events preparation and implementation Payment of rent and utilities	Service delivery Events preparation and implementation Charitable boxes for collecting donations	Local competitions Implementation of programmes Service delivery	-	Service delivery	Competitions Programme implementation Service delivery
Reimbursement of Administrative Costs (Yes/No)	Yes, there is. The costs should be related to the programme	Yes, there is. The costs should be related to the programme	Yes, there is	Yes, there is. The costs should be related to the programme	Yes, there is	Yes, there is	Yes, there is. The costs should be related to the programme
Types of Support	Money Payment of certain administrative costs	Money Payment of certain administrative costs Intellectual property	Volunteer's work Money	Money	Money Volunteer's work Intellectual property	Money	Money Intellectual property
Requirements/qualifications or essential capacities	Knowledge and skills related to the participation in the local programmes Social partnership	Competitive services Social partnership	Understanding the needs of the community and ability to address them	Relations with the community Community's engagement in the activities of the organization	Development and implementation of the strategic plan on organizational development Relations with the	An idea An initiative Services	Skills to conduct monitoring A team of professionals

					staff and members of the organizations		
Annual budget (on average)	149 000 UAH (as low as 200 UAH and up to 1 130 000 UAH)						
Share of organization that receives funding from that source	43%	56%	54%	11%	46%	15%	76%
Share of each source in the budget of the organization	13%	11%	8%	2%	10%	4%	49%

Local Finance Models for Research Institutions/Think Tanks

	Public Authorities	Business	Community	Local Foundations	Membership Dues	Own Activities	International Donors
Support Framework (Programme/By-laws (Corporate) Activities)	Programme activities	Programme/corporate activities	Programme/corporate activities	Programme activities	Corporate activities	Corporate activities	Programme/corporate activities
Potential Volume	Not defined						
Priorities/Areas of Activities	Local priorities defined by the public authorities	Priorities of the business	Pressing needs	Priorities defined by the foundations	Corporate activities, administrative needs	Corporate activities, administrative needs	Priorities of the international foundations and their programmes
Ways to Raise Resources and Support	Competitions Implementation of various programmes Service delivery	Service delivery	Service delivery	Competitions Implementation of various programmes Service delivery	-	Service delivery	Competitions Implementation of various programmes Service delivery
Reimbursement of Administrative Costs (Yes/No)	Yes, there is. The costs should be related to the programme	Yes, there is.	Yes, there is.	Yes, there is. The costs should be related to the programme	Yes, there is.	Yes, there is.	Yes, there is. The costs should be related to the programme
Types of Support	Money	Money Payment of certain administrative costs	Money	Money	Money Intellectual property	Money	Money Intellectual property
Requirements/qualifications or essential capacities	Services Good public image Reliability of results	Services Performance standards Compliance audit Good public image Good way of presenting the results	Services Attitude about development Active actor of the community life	Service Work in the CSOs' coalitions	Presence and visibility in the media	An interesting product Competitive services	Services Performance standards Work in the CSO's coalitions Institutional capacity
Annual budget (on average)	982 000 UAH (as low as 5 000 UAH and up to 12 000 000 UAH)						
Share of organization that receives funding from that source	31%	34%	34%	17%	26%	29%	89%
Share of each source in the budget of the organization	7%	6%	2%	3%	7%	12%	62%

